# Quartermaster

PROFESSIONAL BULLETIN

*Winter 2005* *PB 10-05-03*

***WARRIOR LOGISTICIANS***

Eight Of The Original 40 Army Mine Planter Service Warrant Officers Approved In 1922. Photo Taken At Fort McPherson, Georgia

SEE A BRIEF HISTORY OF THE U.S. ARMY WARRANT OFFICERS ON PAGE EIGHT

# *From the Quartermaster General*

**BG Mark A. Bellini**

Several months have passed since I became the 49th Quartermaster General and formally took command of the U.S. Army Quartermaster Center and School. It has been a remarkably busy but thoroughly gratifying period throughout. Many thanks go to my immediate predecessor, Brigadier General Scott G. West. He and his wife Patti gave us a warm Fort Lee welcome, and we have enjoyed a transition into this job that could not have gone smoother. As I've said many times already, I am deeply honored to be a part of this winning Quartermaster team.

*Communication.* The pages of the *Quartermaster Professional Bulletin* afford me a marvelous opportunity to speak directly to members of the Quartermaster Corps, no matter where you happen to be located throughout our great Army. It gives us a chance to provide timely updates on a quarterly basis, pass on news, or simply comment on topics of mutual interest to all of us as professional logisticians.

You should not, however, think of this strictly as a one-way form of communication. I fully expect and look forward to hearing from you from time to time with your observations and major concerns. And most especially I want to hear from you if you think there are specific ways that we (and by that I mean all the seasoned leaders and technical experts here in residence at the schoolhouse) can be of direct service to you. Our primary mission, obviously, is to train Quartermaster Soldiers. But at the same time we are eager to share logistical insights and expertise with the Army at large - and provide "Strategic Reachback" for Quartermaster Soldiers and units doing the hard work of our nation's defense. So please feel free to use us in that regard.

*Best of the Best*. Over the course of these past few month, I've managed to meet personally with Quartermaster Soldiers in all ranks at various units and institutions across the board. Starting with the young Soldiers, noncommissioned officers, and newly commissioned officers and warrant officers in training here at Fort Lee. One cannot but be impressed. They are quick to learn the functional skills we have to offer - the quicker still to respond positively to the new tactical and field-type exercises (including convoy live fire training) that have been added to the curriculum in recent months. Nor are they put off by the added burden of new technology. Rather, from all I've seen, they're completely at ease in the digital environment. The young Soldiers I'm

*(Continued on Page 7)*

# Quartermaster
PROFESSIONAL BULLETIN

www.quartermaster.army.mil





The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the U.S. Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other U.S. Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

**DISTRIBUTION:** Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $20.00 per year ($28.00 foreign). **For private subscribers to change an address,** FAX a request to (202) 512-2250 or mail to Superintendent of Documents, U.S. Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

**POSTMASTER:** Periodicals postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send unit address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601.

The bulletin will print only materials for which the U.S. Army Quartermaster Center and School has proponency. The bulletin reserves the right to edit material. All photographs are official U.S. Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated. (Telephone DSN 687-4382 or (804) 734-4382 or electronic mail: george.dunn2@us.army.mil)


By Order of the Secretary of the Army:

Official:

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

SANDRA R. RILEY
Administrative Assistant to the
Secretary of the Army
**0522403**

**Distribution: Special**

## *Warrior Logisticians*

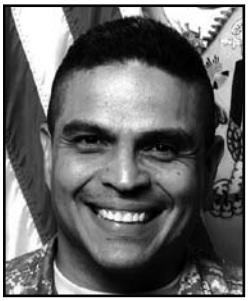


**OUTSIDE FRONT COVER:** Eight of the first 40 Warrant Officers approved by the U.S. Army--U.S. Army Photo.

**OUTSIDE BACK COVER:** Quartermasters recover an American Flag from a tree in a Cemetery in New Orleans--U.S. Army Photo by SSG Antwon Shaw.

**INSIDE BACK COVER:** The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.Quartermaster.army.mil.

# NCO Educational System (NCOES): Where the Rubber Meets the Road



**By Command Sergeant Major Jose L. Silva**

During the past two years, the U.S. Army Quartermaster Center and School (QCM&S) has been making significant changes in how it trains Warrior Logisticians. Old tactics, techniques, and procedures that supported "Cold War" doctrine have been phased out and implementation of training more reflective of our contemporary environment has paid big dividends for our advanced individual training base. Applying the same revolutionary process to our Basic and Advance Noncommissioned Officer Courses (BNCOC and ANCOC) has proven to be challenging.

For years we trained our NCOs to be technically and tactically proficient. However, the resources committed were geared heavily towards technical training for each military occupational specialty (MOS). This approach always left us with less time to train on the tactical skills. We took pride in our core competencies and we ensured our NCOs were the best they could be once they reported back to their units.

After September 11, 2001, and during the initial stages of *Operation Iraqi Freedom*, it became clear that balance between tactical and technical training throughout the combat service support arena needed improvement. The Global War on Terrorism, operational tempo, Army restructuring, and the recognition that we are Soldiers first and technicians second, are driving forces changing our Noncommissioned Officer Educational System (NCOES). Consequently, during summer 2004, it was decided that tactical training needed more emphasis in our program of instruction. Taking a hard look at our BNCOC and ANCOC, we did a "first scrub" of all the technical lessons in our nine specialty areas to determine which courses had more relevancy and what courses of instruction could be either shortened or eliminated. These actions allowed for growth in tactical training and the addition of new tasks to our logistic warrior matrix. We redefined the tactical training for BNCOC and shifted several courses from ANCOC to BNCOC. As a result, BNCOC became the technical template for ANCOC, while the latter became heavily geared towards warrior tasks and drills. The initiative came from within the QMC&S and focuses on lessons learned and feedback from the Soldiers coming back from areas of operation.

A "second" scrub, proved easier since training some tasks and drills had already been revised and shortly after completing this task we thought we were done, but "surprise," a third scrub was on the way. In July 2005, we received Fragmentary Order 1 to Operational Order 05-165A NCOES Transformation. The situation paragraph read: "CG TRADOC directed TRADOC schools and centers to conduct a detailed analysis of their respective ANCOC courses." End state: enhance warfighting relevancy by incorporating warrior tasks and drills, reducing resident courses to less than eight weeks, and designing courses for rapid implementation emerging doctrine. Operational tempo and unit life cycle demanded this change.

NCOs were already spending a year away from home each time they deployed. Once

their tour of duty was completed, they had to go through the stages of reintegration, block leave, recovery, unit training, and then prepare to deploy once again. Somewhere in between these stages, NCOs had to go to their respective MOS enhancing schools to ensure they were still competitive for promotion. Attending NCOES courses 11 to 12 months in length was just out of the question. The turnaround time had to be shortened so the NCOs could return to their families or back to their deployed units.

By the time this "third scrub" tasking was received, most of the warrior tasks and drills had been added to courses and most of the courses were already less than eight weeks, with the exception of the 92A (Automated Logistical Specialist) and 92F (Petroleum Supply Specialist). Once again, we had to place the courses under the microscope and determine how to go about making the new changes. We took some risks, broke some china, and made some difficult decisions and we met the goal.

Another scrub involving all BNCOC courses is expected... more tactical, less technical training. The QMC&S understands the implications and challenges that this brings and is already planning for the short and long term effects on the training program. What will the future look like? Are we ever going to recover that one technical task that went away? These are complex questions that will require valid and perhaps difficult answers. Yet one fact remains the same, as an Army at war we need to do what is necessary to ensure success during this period of painful but needed change.

TRADOC is already looking at ways to bridge the gap. Mobile training teams, distance learning, on-the-job training, unit training/certification, virtual training, and video-teleconferencing are just a few of the tools that are at our disposal to keep technical training up to date. In the rapidly and radically changing training environment that our NCOs face we must continue to meet the demand for warrior logisticians able to fight, survive, and support their units and fellow Soldiers. The QMC&S is striving to find innovative ways to ensure that our Quartermaster warriors become and remain proficient in their tactical skills. NCO technical skills training and proficiency will become a shared responsibility between the schoolhouse and commanders in the field. We will train them in what we believe are critical technical skills while their units will have to fill in the white spaces.

Transforming NCOES is a major "muscle movement" and without fail we will make sure the Quartermaster Corps continues to fulfill the requirements of leading, teaching, mentoring, and coaching, as well as fighting and supporting. After all, we are the backbone of the Army, and this is where the rubber meets the road.

*CSM Jose L. Silva is the 8th Regimental Command Sergeant Major for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom, 7 Nov 01-26 Jul 02, as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazare-Shariff and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom IV to serve as the Joint Logistics Center CSM before coming to the U.S. Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an 11B (Infantryman) in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.*

# Increased Authorizations for Warrant Officers Creates Push for Viable Candidates

**By Chief Warrant Officer Five Michael E. Toter**

The Army is rocketing into the future. Good ideas that once took years to implement now take only days from conception to execution. The Global War on Terrorism and the creation of the Army modular force makes it essential that the Quartermaster warrant officer change along with it.

Authorizations for Quartermaster warrant officers are increasing at a more rapid pace than ever before. This has created challenges that are understood by General Peter J. Cody, Vice Chief of Staff of the Army (VCSA), and General Peter J. Schoomaker, Chief of Staff of the Army (CSA) and they are personally providing guidance and tremendous support to the Warrant Officer Corps.

Since selection as the 9th Quartermaster Regimental Chief Warrant Officer, I have met many outstanding professional senior warrant officers who are working hard for the Warrant Officer Corps and who are taking issues straight to the top, and being heard. Changes are taking place that effect the way we train, assess, and grow our Quartermaster warrant officers. Check your Army Knowledge Online routinely because changes are occurring so rapidly that this forum is not frequent enough to keep you completely up to date.

***Significant Changes to Training***

Technical training of our Quartermaster warrant officers remains a priority. Sending a warrant officer to the field poorly trained defeats the purpose of having warrant officers in the first place.

**Delinking Warrant Officer Education from Promotion.** The delinking of warrant officer training from promotion is now a reality. Fundamental changes are underway to ensure that we manage our education system to get the right officer in the right school at the right time. Frequent deployments and keeping pace with a rapidly changing Army make it necessary to give commanders more opportunities to send warrant officers to school.

Active duty warrant officers who have completed Phase I of the Warrant Officer Advance Course (WOAC) will attend Phase II after promotion to CW2, no longer waiting to be promotable or promoted to CW3. They must complete Phase II prior to consideration for CW3. After promotion to CW3, no longer waiting to be promotable or promoted to CW4, the officer must attend the Warrant Officer Staff Course (WOSC) prior to promotion to CW4, and the CW4, not the CW5, will attend the Warrant Officer Senior Staff Course (WOSSC) prior to selection to CW5. This provides flexibility for the commanders to send their warrant officers for training at their discretion. It also closes the gap for warrant officer training intervals from eight years to four years between schools, providing training when needed.

Army National Guard warrant officers will complete the Phase I prerequisite and Phase II of their proponent WOAC prior to promotion to CW3. They must also attend WOSC prior to promotion to CW4, and attend the WOSSC prior to being promoted to CW5. U.S. Army Reserve

warrant officers not on the active duty list will complete Phase I and Phase II of their proponent WOAC before selection to CW3, complete WOSC before promotion to CW4, and complete WOSSC prior to promotion to CW5.

**Basic Officer Leadership Course (BOLC).** In early May 2004, Headquarters Department of the Army approved the Training and Doctrine Command concept plan for the implementation of the BOLC. As a result, the institutional training and education that officers (except for chaplains and some specialty branch officers) receive upon entry into the service will be transformed during FY06.

The goal of BOLC is to develop competent and confident leaders imbued with Warrior Ethos, regardless of branch, who are grounded in field craft and skilled in leading Soldiers, training subordinates, and employing and maintaining equipment. BOLC graduates will possess increased leadership abilities, self-confidence, and trust/respect for their combined arms peers. They will be more self-aware, able to control their emotions, solve problems, and make effective decisions.

**The BOLC is comprised of three phases.** The BOLC I includes all military training conducted by the traditional pre-commissioning sources (U.S. Military Academy, Reserve Officer Training, and Officer Candidate School). It provides the foundation for the common skills, knowledge, and attributes desired of all officers. BOLC II is a six-week block of instruction that builds on BOLC I skills, focusing on developing competent and confident branch leaders who are grounded in the warrior tasks and drills. Building on the foundation established in BOLC I and II, BOLC III officers receive their traditional branch technical and tactical training. After BOLC III, officers receive additional functional training to prepare them further for their first unit of assignment.

In FY07, all warrant officers will attend BOLC II after graduating WOCS before attending the WOBC. This is a great opportunity for young warrant officers to train along side young lieutenants. The Army has recognized that warrant officers are leaders and must be given the tools to perform as leaders in combat and in austere environments.

**Integration of Warrior Tasks into WOBC.** The Quartermaster WOBC is integrating approximately 39 Warrior Tasks into the program of instruction. This is important training since warrant officers will often deploy within 30 days of graduation. It provides the tools required to lead and survive on the battlefield.

***Significant Changes to Accession***

All accession requirements currently in effect will remain. The significant changes are what may be waived. There will be no rubber stamps on accession requirements. Each packet will be processed on its own merit. Quality will not be sacrificed for numbers. Only the "best qualified" noncommissioned officers (NCOs) will become warrant officers. Our commanders expect this; it is what we deliver to the fight; and it is the right thing to do for the Army.

**Army Physical Fitness Training (APFT) Waiver Policy for Warrant Officer Accessions.** Current policy prohibits Soldiers who cannot pass the standard three-event APFT from applying for warrant officer but it still requires them to deploy and fight the Global War on Terrorism with their physical restrictions. They were being denied the opportunity to seek additional responsibility as officers because of the same physical restrictions. The VCSA approved a policy change allowing Soldiers who take the alternate APFT to apply for both Officer Candidate School and WOCS.

Soldiers who are otherwise qualified for WOCS, who cannot complete all three events of the standard APFT, but can complete

and pass an alternate APFT, may apply for WOCS as long as they can meet the physical requirements for deployment in the requested warrant officer military occupational specialty. Although recommendations may be made on the application, branch proponents will not have approval/disapproval authority on these requests. The Army G3 will have approval/disapproval authority. The Army G3 will evaluate these requests with a view toward providing the opportunity for officer training to those Soldiers who would be able to physically perform the duties required in their requested specialties in a deployed environment.

**Six semester hours of English for Quartermaster warrant officers is still required.** If an applicant has three semester hours and can show a valid reason why, based on deployments or other valid reason, and otherwise has a strong packet, the additional three semester hours may be waived, with the understanding that they will be obtained after selection.

**Blue to Green Program.** As the Navy and Air Force began downsizing their enlisted forces, the Army developed the Blue to Green Program to recruit enlisted personnel from those services into the Army. A new initiative undertaken by the Blue to Green Program includes recruiting qualified enlisted personnel to transition to the Army warrant officer program.

**Tenure Active Component (AC) CW4s.** Current policy requires that AC CW4s who are two-time non selects for CW5 be separated unless they are selected for continuation (SELCON). If SELCON, they can only serve to 24 years warrant officer service or 30 years total service, whichever occurs first. A legislative change proposal has been submitted that removes the separation and SELCON requirement for CW4s. Additionally, a change has been submitted to remove the 30 year total service limit. Soldiers would only be limited by total warrant officer service that would still be capped at 24 years of warrant officer service for CW4s and below. A legislative change package has been submitted to change the law, and the Assistant Secretary of the Army (Manpower and Reserve Affairs) has been asked to suspend the separation policy (which he may do in wartime) until the law is changed.

**Two-Phase Warrant Officer Candidate School.** The Warrant Officer Career Center is currently conducting pilot courses for a two-phase WOCS. Full implementation is expected by 2006. The two-phase course was developed to recognize prior experience of NCOs and reduce the negative "basic training" perception of WOCS. Soldiers who have not completed the Primary Leadership Development Course (PLDC) will continue to attend the full six-week WOCS, however, Soldiers who have completed PLDC will skip the first two-week phase, complete a distance learning prerequisite, and only attend the second phase of the course in resident status (4 weeks and 3 days).

*CW5 Michael E. Toter is currently assigned to the Office of the Quartermaster General, U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Quartermaster Regimental Chief Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Logistics Operations Officer, North American Aerospace Command/U.S. Northern Command, Peterson Air Force Base, Colorado; and S4, Joint Prisoners of War/Missing in Action Accounting Command, Hickam Air Force Base, Hiawii. Also, he served as Division Property Book Officer, 10th Mountain Division, Fort Drum, New York; Brigade Property Book Officer, 194th Armored Brigade, Fort Knox, Kentucky; Instructor, QMC&S, Fort Lee; amd Senior Evaluator, Supply Excellence Award Program, Fort Lee. He has completed every level of the Warrant Officer Education System and holds a baccalaureate degree from the University of Maryland.*

*(Continued from Inside Front Cover)*

# *From the Quartermaster General*

observing here on a daily basis are, simply put, "the best of the best" - and we aim to make them even better.

Others I've visited in recent weeks include Army cadets in the Reserve Officer Training Corps program at Claremont McKenna College, Claremont, California; and Quartermaster field grade officers currently attending Intermediate Level Education and the School of Advanced Military Studies programs at Fort Leavenworth, Kansas. The cadets' enthusiasm is contagious. They are focused, sharp, and no doubt ready for the Basic Officer Leadership Course and the associated challenges that lie ahead. As for the field grade officers, I more than welcomed the opportunity to engage in professional dialog with them about the current and future state of the Quartermaster Corps.

Recently I spent some time observing and getting briefed by Soldiers of the 593d Corps Support Group, 80th Ordnance Battalion, 296th Brigade Support Battalion, and the Theater Support Command during one of their rotations at the National Training Center at Fort Irwin, California. There I witnessed veteran officers, noncommissioned officers, and other Soldiers (some with two and three tours to Iraq) carrying out tough, real-world training in a manner befitting such elite units. Again it was reassuring to me as Quartermaster General that the Corps is in such capable hands.

*Reading. Reading. Reading.* As I interact with Quartermaster Soldiers (both in classroom settings and in the field) I emphasize over and over the importance of education - with the reminder that it is not a one shot deal. Education is a lifelong process. Moreover there is no better way to further that educational process and improve your professional credentials than to READ. In fact, I try to practice what I preach, so whenever I am on the road I carry with me a good book to read. So should you. There are several truly outstanding works to choose from, both new and old. One I recently finished, and will heartily recommend, is Thomas Friedman's *The World Is Flat*. It is literally filled with throught-provoking ideas about how new technology and the forces of globalization are reshaping the world in which we live.

If you haven't already begun, you should seriously consider embarking on a professional reading program that will broaden your intellectual framework and enhance your thinking and decision-making abilities as well. General Peter J. Schoomaker, the Chief of Staff (CSA) of the Army has said: "I challenge all leaders to make a focused, personal commitment to read, reflect, and learn about our profession and our world. Through the exercise of our minds, our Army will grow stronger." I wholeheartedly endorse the Chief's thoughts on this subject. For an excellent place to start, check our the CSA Professional Reading List online at http://www.army.mil/CMH/reference/CSAList/CSAList.htm.

Thank you for all you do every day to carry out the nation's toughest work. May God bless and keep safe all of our Soldiers, civilians, and families.

*Brigadier General Mark A. Bellini, 49th Quartermaster General, has held numerous command and staff positions. Some of his previous assignments include Commander, 27th Main Support Battalion, 1st Cavalry Division, Fort Hood, Texas; Commander, 1st Infantry Division Support Command, Kitzingen, Germany; Deputy Chief of Staff, U.S. Army Material Command; and Deputy Commanding General, 21st Theater Support Command.*

# A Brief History of U.S. Army Warrant Officers

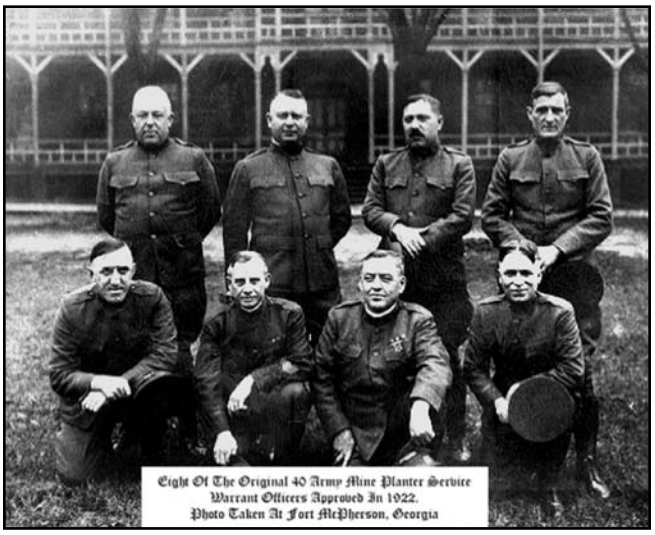
**Dr. Steven E. Anders**
**Quartermaster Corps Historian**

They are trained leaders and highly skilled technicians, systems managers, and operators/maintainers for a vast array of complex support activities Army wide. They sometimes get characterized as the "silent professionals." Who are they? Army Warrant Officers. And their story, even in brief, warrants a look back.

### *A Corps with a Deep-Rooted Heritage*

The Warrant Officer Corps can trace its origins at least as far back as the 13th century. It was then that the newly formed British Navy appointed inexperienced nobles to serve as ships' captains and lieutenants. These, not surprisingly, had to rely heavily on more seasoned sailors to actually run the ships and operate the cannons. In recognition of their indispensable role and expertise, they were granted royal warrants – which set them apart from the rest of the sailors on board, and conferred on them a distinctly new status. Over time the British Army moved in a similar direction by granting a King's or Queen's warrant to senior noncommissioned officers.

From the beginning our military, like so many of our young nation's institutions, was patterned closely after that of the British. Each of the services borrowed from the mother country many of the exact same offices, organizations, ranks, customs and traditions. So it was, for example, that in December 1775 the U.S. Navy conferred warrant officer status on a ship's purser; and subsequently upon master mates, boatswains, surgeons, carpenters and chaplains in the years and decades that followed. Yet it would take a full century and beyond for the U.S. Army to embrace this tradition.




As early as 1896 (the same year the Quartermaster Corps adopted its branch insignia) headquarters clerks were first appointed warrant officers. But the official birth date given for the Army Warrant Officer Corps is July 9, 1918. That is when Congress passed a law establishing the Army Mine Planter Service as part of the U.S. Coast Guard Artillery Corps. It provided for a set number of warrant officers to serve as masters, mates, chief engineers, and assistant engineers on board the mine planting vessels. All enjoyed the same rank, but with varying pay grades depending on skill levels and assigned duty positions. From there it was but a brief step to move into other branches and career fields.

### *The Effects of Modern Warfare*

A major expansion occurred after World War I, with passage of the National Defense Act of 1920. That act authorized the appointment of 1,120 active duty warrant officers to serve in clerical, administrative, and band leader positions. Then, in 1922, as if to confirm its new identity and seeming permanence within the Army's structure, the Warrant Officer Corps unveiled its own distinctive insignia – a variation on our

nation's great seal, with eagle rising, atop two arrows symbolizing knowledge of both military arts and sciences.

The years between World Wars I and II witnessed changes in the number, status, and perceived purpose of warrant officers. By the mid-1920s, their number had dropped to around 600. Moreover, it was widely assumed throughout this period that such appointments were a "reward" for senior noncommissioned officers for outstanding performance, and did not necessarily reflect the Army's true structural needs.

However, the coming of World War II quickly put that notion to rest. As full-scale mobilization ensued, more and more warrant officers fanned out to other branches across the board. Legislation passed in 1941 authorized appointments up to one percent of the overall force structure, just as the Army's size was poised to jump from less than half a million to over eight million strong. At the same time a steady influx of new weapons and equipment, not to mention the effects of wholesale mechanization, had radically altered the Army's nature. The results were clear and unavoidable. To achieve maximum effectiveness modern warfare demanded unprecedented numbers of skilled technicians – including warrant officers.

By the spring of 1945 nearly 57,000 warrant officers were serving with various units and installations around the world, in more than 40 different military occupational specialties. This included a number of female soldiers as well, 42 of whom were still on active duty at war's end. Warrant officers as a whole, though, were managed on a decentralized basis throughout World War II, and were subject to inconsistent practices and relatively little direct supervision from the War Department. Nor was there a clearly discernible career development plan. Such needs awaited the passage of more time and new legislation.

***On the Road to Professionalism***

Competitive exams introduced in 1948 led to the appointment or selection for appointment of some 6,000 Regular Army warrant officers. The Career Compensation Act of 1949 and Warrant Officer Personnel Act of 1954 together affirmed the title of chief warrant officer and established grades WO1 through WO4. The 1954 Act also put an end to the old Mine Planter Service. Prior to the Korean War the overwhelming tendency still was to regard warrant officers as "super enlisted men." But that too gradually changed over the course of the 1950s and 1960s. New regulations and policy studies affirmed time and again that warrant officer appointments ought to be based solely on Army needs, and should not be considered as mere rewards for long and faithful service. They were, in accordance with Army Regulation (AR), meant to occupy a space "between" enlisted soldiers and commissioned officers. The 1957 version of AR 611-112, for instance, gave the following definition:

***"A warrant officer is an officer appointed, by warrant, by the Secretary of the Army and vested with limited powers. His rank and precedence are below those of a second lieutenant but above those of a cadet. He is a highly skilled technician who is provided to fill those positions above the enlisted level which are too specialized in scope to permit the effective development and continued utilization of a broadly trained, branch-qualified commissioned officer. The word 'technician' as applied to a warrant officer in these regulations connotes the possession and exercise of a technical skill, and the ability to supervise enlisted personnel who are qualified in the technical occupations similar to those of the warrant officer."***

A 1966 Department of the Army study on the future of the warrant officer confirmed the growing need for highly skilled technicians to operate and maintain more sophisticated

mechanical and electronic devices. It also foresaw declining warrant officers spaces in administrative and supply areas. There were well over 11,000 warrant officers, nearly half of them in the Aviation branch, by the mid-1970s.

By then, too, most fields had become open to women, including female pilots. A tri-level education system – for entry, advanced, and senior levels, respectively – had been established to train warrant officers in nearly 60 military occupational specialties. The Military Personnel Center established a Warrant Officer Division to provide centralized career management. And warrant officers could be seen wearing a newly designed silver rank insignia with black squares, denoting WO1 through CW4. In other words, significant progress occurred in all areas.

***More Changes at Century's End***

The Chief of Staff-directed Total Warrant Officer Study of 1984 provided the most comprehensive examination of warrant officers to date. Its many far-reaching recommendations constituted a major milestone in the Warrant Officer Corps' history. Among other things, it led to yet another revamping of the education system, a more concise definition of the warrant officer's role, and a better integrated personnel management system that addressed Reservists and Guardsmen needs as well.

There have been continuous changes and steady refinements in education and career development over the past two decades–too many, in fact, to outline here. But perhaps a couple more items should at least be mentioned here in closing, because of their historic significance, and indeed for what they might also suggest about the future. A 1986 Title 10 Amendment to the U.S. Code provided that Army chief warrant officers be appointed by commission, in the manner of officers in general. This had a profound impact on their perceived role as leaders, as noted thereafter in Field Manual 22-100:

***"These commissioned warrant officers are direct representatives of the President of the United States. They derive their authority from the same source as commissioned officers but remain specialists, in contrast to commissioned officers, who are generalists. Warrant officers can and do command detachments, units, activities, and vessels as well as lead, coach, train, and counsel subordinates. As leaders and technical experts, they provide valuable skills, guidance, and expertise to commanders and organizations in their particular field."***

In 1988, a "skill designation" of Master Warrant Officer Four (MW4) was created to fill the position and perform the duties of a Chief Warrant Officer Five (CW5), until the latter position was finally approved by Congress. When the final approval came in 1991, the MW4 program was phased out and CW5s assumed the ranking position within the Corps. As a final evolutionary note, during the Army Warrant Officer Corps birthday celebration in July 2004, all CW5s began wearing a brand new insignia featuring a silver-colored bar, 3/8 inches in length, with a black vertical line in the center (a change much in keeping with the Army's focus on transformation). At the same time, all other warrant officers removed their traditional "Eagle Rising" Corps insignia and replaced it with the insignia of the branch they serve.

***The Pride Continues***

Without a doubt, Army warrant officers have compiled a long, proud, and illustrious history of past service to our nation and our nation's defense. And it is with equal certainty that they will continue to provide that same dedicated service, spirit, and skilled expertise for many, years to come.

**(See "Best of the Best" on Page 11)**

# "The Best of the Best"

Since 1993 ten warrant officers have been inducted into the Quartermaster Corps Hall of Fame. Their combined careers represent more than 300 years active duty service to the Army and the Nation – and run the gamut of Quartermaster supply and service functions.

Examples of their history-making experiences abound. **CW4 John Ward**, for instance, was a member of the original 1940 Parachute Test Platoon at Fort Benning and later pioneered in the development of airdrop doctrine and equipment. Master parachutist and expert rigger **CW4 Howard Melvin** had the distinction of making five combat jumps from World War II to Vietnam. **CW5 Samuel Galloway** and **CW4 Daryl Giddings** made their mark as chief food administrators and advisors. Both played critical roles in improving the Army field feeding system, instituting more efficient dining facilities and world class training for Army food service specialists.

Others such as **CW5 John Revels** and **CW4 Stephen Chobanian** were superb trainers and gifted educators, who in effect became mentors to a generation of supply specialists. **CW5 William Mullins** served a remarkable 41 years on active duty service, had few peers in the logistics arena, and was a key member of the Department of the Army level Total Warrant Officer Study. **CW4 Michael Smith** likewise loomed as an unrivaled expert in manual and automated supply systems, and advised Army leaders at the very highest levels.

**CW5 John Zimmerman** and **CW5 John O'Mara** both held the position of Chief Warrant Officer of the Quartermaster Regiment, and were instrumental in not only advising The Quartermaster General, but also instituted policies that dramatically improved the career development of all Quartermaster warrant officers.

To learn more details about these and other members of the Quartermaster Corps Hall of Fame, see the website www.qmfound.com/hof.htm.

Chief Warrant Officer Four
Stephen N. Chobanian, 1993

Chief Warrant Officer Four
Howard P. Melvin, 1994

Chief Warrant Officer Four
John A. Ward, 1994

Chief Warrant Officer Four
Daryl W. Giddings, 1995

Chief Warrant Officer Four
Michael Z. Smith, 1997

## Quartermaster Corps Hall of Fame Warrant Officer Inductees

Chief Warrant Officer Five
William C. Mullins, 1998

Chief Warrant Officer Five
John E. Revels, 2001

Chief Warrant Officer Five
John F. Zimmerman, 2001

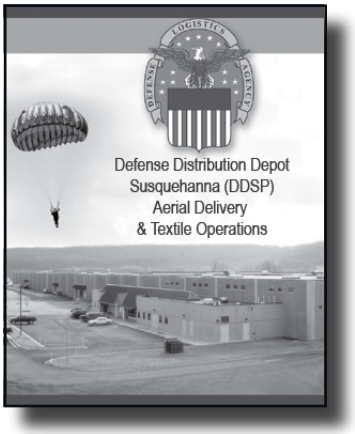
Chief Warrant Officer Five
John A. O'Mara, 2003

Chief Warrant Officer Five
Samuel P. Galloway, 2005

# Leader Development Department Warrant Officer Advanced Course Tours DDSP

**By CW3 Kevin D. Wood**

In October 2005, the Advanced Course (WOAC), Class 002-2005, from the U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, toured the Defense Distribution Depot Susquehanna, Pennsylvania (DDSP) in New Cumberland, Pennsylvania.




The class of 38 chief warrant officers from the QMC&S Leadership Development Department (LDD) included 920A Property Accountability Technicians, 920B Supply System Technicians, 921A Airdrop Systems Technicians and 922A Food Service Technicians, representing four of the Quartermaster warrant officer military occupational specialties. Many of these Quartermaster logisticians are combat veterans currently assigned to Active, Reserve, and National Guard Components. They were the first WOAC class to tour the Defense Logistic Agency's (DLA) premier Strategic Distribution Platform (SDP).

The tour began with a presentation about the DDC network; how the DDSP is organized; and how it interacts with other depots, item managers, and requisitioning units.

***The Organization***

DDSP's SDP is part of the Defense Distribution Center's (DDC's) network of 26 depots. It is considered the "HUB" of distribution for the entire east coast and would be ranked equal to number 242 if on the Fortune 500 listing. DDSP employs 19 military service members, currently representing three U.S. military branches (Navy, Marine Corps, and Army) and a civilian work force of about 2,600.

DDSP receives, stores, and issues items globally. The organization is basically designed for rapid distribution of goods rather than long-term storage. Annually it performs 50 percent of the DDC's distribution, and approximately 33 percent of DLA's business. Many agencies store their goods at DDSP because of the distribution capabilities—items move! When items move, customers as well as item managers are satisfied. DDSP works around the clock to provide the warfighter with the goods and services required to accomplish the mission.

*The Eastern Distribution Center's Highrise Bin Storage provides massive storage capability.*

The focal point of DDSP is the Eastern Distribution Center (EDC). The EDC is essentially a depot within a depot. It is not a subordinate activity, but rather the nucleus of the DDSP distribution platform. The building houses approximately two million cubic feet of inventory and automation equipment. All organizations route their material release orders (MROs) through the EDC. The magnitude of requisitions processed daily is hard to visualize without witnessing the operation in person. During the tour a Naval Supply Officer assigned to DDSP shared his knowledge and experience after spending six months of his current DLA tour in the desert interacting with deployed units and providing them with cutting edge logistical support.

Some of the functional areas and operational processes that were presented included:

- Out-Loading
- Air Lines of Communication
- Air Pallet Build Operations
- Automated Manifesting System
- Laser Cards and Radio Frequency Tag Processing
- Receiving Operations and Processing
- Consolidation and Containerization Point (CCP)
- Mission Receipts
- Passive Radio Frequency Identification (RFID)
- Storage, Retrieval and Sortation System
- Mission Issues
- Automated Weigh and Offer System
- CCP Stationing and Consolidation

The class also visited the Aerial Delivery and Textile Section (ADTS), which falls under the Special Logistics Operation Branch of DDSP and interacts daily with the EDC. CW3 Kevin Wood, a member of the WOAC class, and who is currently assigned to the Aerial Delivery and Textile Section in DDSP, facilitated this part of the tour.

*DDSP personnel pack a G-12 Cargo Parachute for DDSP-XM's War Contingency Parachute Program.*

***Aerial Delivery and Textile Section Mission***

The ADTS has a multipurpose mission of inspecting, repairing, modifying, packing, storing, and issuing Federal Stock Class (FSC) 1670 Aerial Delivery Equipment (ADE) and related items for the Department of Defense (DoD). It manages five separate operational sections that provide contingency cargo parachute repack, depot level ADE repair, military free fall and static line airdrop, warehouse operations, and the manufacture of aircraft acoustical blankets for the U.S. Army Aviation and Missile Command (AMCOM). It also advises other agencies on the status of depot aerial delivery assets reserved for war contingency and training.

During the past two years the ADTS has provided valuable input supporting efforts by the Department of the Army, Deputy Chief of Staff for Logistics War Reserve Managers, to formulate new contingency air item requirements. This task has been challenging due to the enormous amount of input required and the large number of agencies affected. The ADTS has a unique civilian work force with the special knowledge and skills needed to support the requirements of aerial delivery life support equipment.

The assigned Army and civilian riggers have been in full support of the warfighter, the Global War on Terrorism (GWOT), *Operation Iraqi*

*Freedom*, and *Operation Enduring Freedom*. The ADTS provides around the clock logistical support. For example, since September 2004 more than 1,000 live contingency packed G-12E parachutes have been issued to deployed joint forces. These parachutes were shipped to the desert and immediately attached to re-supply loads and dropped from aircraft. With only eight 92R parachute riggers, supplemented with a small contingency of civilian personnel, it takes a delicate balance to provide one-day turnaround on ADE requisitions and still maintain all other functional areas in regards of the overall mission.

Last year, the warehouse received, posted, and stowed almost 2,000 line items; condition code classified (performed by their 92Rs) over 45,000 receipts; picked, packed, and shipped almost 14,000 MROs; and re-warehoused numerous line items. The ADE depot level maintenance program, which is the only one in the DoD, repaired 196 cargo and 110 personnel parachutes while manufacturing almost 5,000 acoustical aircraft blankets. The section also completed production of almost 5,000 sound control blankets and manufactured almost 400 aircraft ground covers for the AMCOM. In FY05, the sound control blankets program represented 46 national stock numbers. The DDSP ADTS is available 24/7 to support our Soldiers, Sailors, Corpsmen, Airmen, and civilian personnel that are either training or engaged in real world missions..... Airborne!


*DDSP Army Riggers are shown preparing G-12 cargo parachutes for shipment to units deployed in Iraq. A combined civilian and military rigger work force packs, maintains, and issues the only war reserve contingency cargo parachutes within DoD.*

***Useful Knowledge and Experience Gained***

The tour was designed to demonstrate to the CWOs the wholesale distribution practices and procedures used by DLA. It also gave them a better understanding of the distribution processes within the DDSP Strategic Platform and how these processes interact with requisitioning units.

The 920A Property Accountability Technicians (Property Book Officer (PBO)) on the tour had the opportunity to interact with the strategic wholesale level of supply chain management. As the GWOT thinly stretches our equipment stocks, PBOs are constantly looking for ways to leverage every stage of the DoD material management process. Commercial vendors, inventory control points, maintenance depots, and DLA distribution depots all play a role in helping get the combat commander equipment needed in the field. PBOs recently returned from deployments in support of GWOT, have developed a broad knowledge base in the areas of labeling, pure packing, multi-packing, and integrated trucking and shipping. The automation that moved supplies unassisted along floor tracks to their temporary and final destinations is impressive. All of these processes work together to ensure that forward requisitions are delivered to the theater distribution center in Kuwait in a timely and accurate manner.

Commercial vendors also ship items through the DDC just to take advantage of the DoD in transit visibility system. RFID was observed being labeled and attached to equipment pallets being shipped to combat zones. Holding bins and loading sections are identified by DoD activity address codes that hold items designated for installations and/or forward locations.

The 920B Supply Systems Technicians observed operations very similar to their own

but at a much greater magnitude of volume and capacity. The supply technicians now have a clearer understanding of how the defense distribution depots indirectly, and sometimes directly, interface with the battalion level supply support activity (SSA). The 920Bs saw the multitude of defense distribution organizations and the amount of materiel that flows daily through each of them. The various material handling equipment (MHE) systems utilized by the depot save numerous man hours and dramatically increase production, while facilitating efficient storage.

The WOAC received strategic level distribution briefings that helped them understand the concept of dedicated trucks, pure packing, and automatic addressing to installations, while observing the real time processing performed by the work force.

The EDC has bin storage aisles approximately 100 yards long and 70 feet high. DDSP personnel work three shifts using dedicated isle cranes on rail systems for retrieving stock to keep up with the demand to pull the MROs, consolidate same

*Acoustical aircraft blankets are produced by the DDSP-XM's Aerial Delivery and Textile Section.*

unit items, and direct the flow of items for further processing. This type of automated item storage and retrieval system will not be found at any SSA. All of the DDCs have personnel assigned for the sole purpose of sorting and processing MROs. This is due to the enormous number of MROs that are processed daily. Electronic scanning allows the MHE to deliver items to the right section.

Just as in the SSAs there are "frustrated cargo" concerns at the depot level as well. The tour provided a better understanding of why sometimes SSAs receive pseudo receipts. With this understanding, the 920Bs can better advise their commanders on why they sometimes receive parts with a back order disposition "BA" code status. The tour afforded the class an opportunity to see on a large scale that depot operations, while very efficient, are sill subject to the same errors, usually human mistakes, that happen at any level. It puts a human quality in an otherwise automated world. The better the 920Bs can understand how the depot deals with their problems and challenges, the better supply technicians can advise their commander on how to resolve subordinate supply agency problems. Compared to the size of the depot's operation, their problems are still minimal as compared to

*1670 FSC Aerial Delivery Equipment is stored in the Aerial Delivery and Textile Section's state-of-the art humidity-controlled warehouse.*

*The "Walk and Pick" Station function is an integral part of the function and efficiency used in the EDC.*

an SSA operation. The 920Bs saw how the DDC mission interfaces with the SSA mission and how item managers execute their functions to provide the best service possible to their customers.

DDSP is the only DLA organization that receives, stores, and issues 1670 FSC, ADE items. ADE equipment is stored in a humidity controlled warehouse. There are enlisted 92R parachute riggers working along side civilian employees performing rigger duties for DoD. The airdrop warrants (921As) observed the facility's contingency packed parachutes, the depot level parachute maintenance repair facility, and witnessed the processes involved with the condition code classification of single stock fund ADE station returns.

The Food Service Technicians (922As) gained a better understanding of the process that their equipment moves through before it arrives at their deployed location or garrison station.

With the onset of the unit of action transformation, the likelihood of WO1s being immediately deployed upon arrival at their first unit is a reality. This DDSP tour provided knowledge on the complexities of distribution at the strategic level that can helpWOAC and Warrant Officer Basic Course students give better support and guidance to their commanders once deployed.

*CW3 Kevin D. Wood, a recent graduate of Warrant Officer Advance Course (WOAC) 002-2005, is currently serving as the Senior Airdrop Systems Technician assigned to Defense Distribution Depot Susquehanna Pennsylvania (DDSP) in New Cumberland. He has over 17 years of airdrop logistics experience including two combat tours. Additional tours include the 82D Airborne Division, 1st Special Forces Group (Airborne), and 1st Corps Support Command (Airborne).*

*Input for this article was also provided by fellow WOAC 002-2005 classmates.*

# Quartermaster Mortuary Affairs Response in the aftermath of Hurricanes Katrina and Rita

**By SSG Daniel Seymour**

In August of 2005, Quartermaster Soldiers from the U.S. Army Quartermaster Center and School at Fort Lee, Virginia's 54th and 111th Quartermaster Companies (the Army's only two active duty Mortuary Affairs Companies), deployed to New Orleans, Louisiana to support the recovery efforts led by the Federal Emergency Management Agency (FEMA). Within hours of the official order, the two units deployed 13 Mortuary Affairs response teams. Their mission is to assist in the tentative identification, recovery, and evacuation of remains caused by the devastation of the hurricane.

***Background***

Hurricane Katrina struck the Gulf Coast in late August 2005 causing catastrophic wind damage and flooding in several states and a massive dislocation of victims across the country. This storm was one of the worst natural disasters in our nation's history. Early estimates were that more than 1,000 people were killed and displaced nearly one million. Hurricane Rita, which made landfall along the Gulf Coast in late September 2005, was ultimately less lethal than Katrina, but prompted aggressive preparedness efforts by the government and citizens shaken by the devastation of the earlier storm.

***Overview***

The Mortuary Affairs response to a natural disaster may be more challenging than the public health and medical response. Public health activities are inherently governmental and involve agencies that work together regularly, though often at different levels of government. Mortuary response capabilities, in contrast, span a wide array of sectors, both public and private, and involve non-traditional partnering such as the coordination of private and Department of Defense (DoD) activities. Hurricane Katrina demonstrated the challenge of coordinating Mortuary Affairs resources from a variety of sources. This included deploying Quartermaster Mortuary Affairs to respond to the disaster.

The DoD disaster planning has long anticipated the need to respond quickly to a mass fatality incident, such a situation, with overwhelming numbers of fatalities, has happened relatively recently in the United States (Muir Federal Building Oklahoma City bombing and the attacks on the World Trade Center and the Pentagon), however, little has been done to improve such response. The need for timely Quartermaster Mortuary Affairs response such as that to Hurricane Katrina should prompt a careful evaluation of any new response plan, structure, and authorities supporting it.

Prior to the arrival of Quartermaster Mortuary Affairs teams, urban search and rescue teams, with the support of the general public, attended first to rescue missions for the living, then transitioned to recovery missions for those who did not survive.

The current National Response Plan developed after the September 11, 2001 attack gives the Secretary of Defense authority to provide military support for disaster relief efforts at the direction of the President. However, active-duty troops generally cannot take on domestic law-enforcement roles, which is what many experts said was desperately needed to stop the rioting and violence in the streets of New Orleans after Hurricane Katrina hit. This

*Soldiers from the 111th Quartermaster Company recover an American flag from a tree in a New Orleans cemetery.*

same rule, known as the "Posse Comitatus Act" prescribes laws for the use of the Army or Air Force to execute the laws of or to perform civilian law enforcement functions within the United States. DoD policy extends this prohibition to the Navy, Marine Corps, and Air Force. Prohibiting the military from executing the laws means that military personnel may not participate directly in those efforts. Also, the active duty Mortuary Affairs teams were initially prohibited from entering private homes in the search for remains as a result of the disaster.

Upon arriving in New Orleans, Quartermaster Mortuary Affairs teams were initially paired side-by-side with federally funded Mortuary Operational Response Teams (DMORTs) already operating in the area. Disaster DMORTs are composed of medical examiners, coroners, pathologists, forensic dentists, radiologists, mental health counselors, funeral directors, and support personnel. Teams typically consist of 26 members. They assist in handling the dead and conducting two types of investigations in mass fatality incidents: disaster victim identification (DVI) and death investigation. DVI involves the identification of victims so their loved ones can have documentation of their deaths, claim the remains, and carry out funeral rites. It is considered an essential responsibility of governments in assisting survivors in their recovery. Death investigation involves establishing the cause, time, and other circumstances of death. These investigations are conducted under the authority of local medical examiners, with assistance from DMORT personnel and federal funding through the National Disaster Medical System (NDMS) appropriation. DMORT operated morgues in St. Gabriel, Louisiana, and Gulfport, Mississippi. Each site had four DMORT teams and one portable morgue.

Quartermaster Mortuary Affairs teams were also paired with teams from Kenyon International Emergency Services; a private company hired by the state of Louisiana to recover all remains caused by the disaster. At least 100 specialists from Houston-based Kenyon International assisted the state in recovering remains. The company specializes in disaster response and recovery and has handled more than 300 tragedies from hurricanes to airplane crashes. Kenyon specialists were deployed in the aftermath of the September 11, 2001 terrorist attack and last year's Asian tsunami.

The state of Louisiana's Chief Medical Examiner also tasked the Quartermaster Mortuary Affairs teams with the search and recovery of remains that may have been left inside of local hospitals, funeral homes, and city morgues. For weeks the teams searched through and cleared nearly 70 buildings throughout the city of New

Orleans, sometimes recovering remains and evacuating them to the nearest refrigeration van awaiting movement to the temporary morgue in St. Gabriel.

Within hours of Hurricane Rita making landfall, 10 Mortuary Affairs teams already embedded in New Orleans deployed north to the area of Lake Charles to assist authorities with cemetery recoveries. The brute force of the winds generated by Hurricane Rita forced many above ground tombs in local cemeteries to topple exposing the caskets within. Due to the water table in the state of Louisiana, caskets are generally not buried underground since they could surface during a flood.

***Summary***

The grim task of remains recovery was sometimes hard, yet essential and rewarding. As the Mortuary Affairs Soldiers responded to the aftermath of Hurricane Katrina and Hurricane Rita, they paused to express their concerns and condolences to the victims and survivors along the way who lost precious loved ones or who were injured. They also remembered the thousands who lost treasured homes and valued personal property, and, in many cases, have seen the entire landscape of their community devastated. The overall process of recovering victims of the hurricane was a difficult one that Mortuary Affairs teams conducted with the utmost respect, reverence, and dignity for those that died in the disaster. Mortuary Affairs teams performed remarkably well given the unique task, on such short notice, and a lack of formal training in natural disaster response.

Being "first responders" to mass fatality incidents is becoming a new trend in the Mortuary Affairs field. Following such incidents as the Oklahoma City bombing, the Pentagon attack, and other disaster related response, it is becoming clear that the scope of the Mortuary Affairs role in operations other than war will become larger. More focus on mass disaster and fatality training at the unit level will be critical to successful Mortuary Affairs operations as the workload increases in future operations.

*SSG Daniel Seymour is the training noncommissioned officer in charge of the 54th Quartermaster Company (Mortuary Affairs), U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

*A Mortuary Affairs Soldier recovers and identifies caskets at a cemetery in New Orleans in the aftermath of Hurricane Katrina and Hurricane Rita.*

# 3d Platoon Takes on Triple Mission

**By CPT Sonise Lumbaca**

TAQADDUM, Iraq - Thousands of pounds of supplies are flown in via fixed and rotary-wing aircraft or driven in by combat logistics patrols to staging areas each day. The various supplies, which include bottled water, equipment parts, and ammunition, are brought in from various locations and countries to aid U.S. troops in Iraq.

*Forklift operations are routine and busy events for*

Once all of these supplies arrive, who determines what goes where and when? Members of 3d Platoon, 403d Cargo Transfer Company, 620th Corps Support Battalion, 561st Corps Support Group, an active-duty unit from Fort Bragg, North Carolina, has the mission of receiving inbound supplies and dispersing them to various units of all services.

The platoon of approximately 40 Soldiers, which arrived in mid January, is responsible for three areas of this operation which operates 24 hours a day: the Joint Air Control Operations Team (JACOT), Central Receiving Shipping Point (CRSP), and the Logistics Support Area (LSA) Operations.

Once called the Air Departure Airfield Control Group, the JACOT mission has evolved into a joint mission involving the Army, Marines, Navy and Air Force. The JACOT is responsible for moving cargo by air. The operation is simple, upload and download Air Force and Marine Corps aircraft, mainly C-17s and C-130s.

*A cargo specialist for the 403d Cargo Transfer Company loads cargo during the day shift.*

The Marines download the rotary-winged Aircraft and we download Air Force pallets and transport them to a cargo yard where the cargo is tracked and facilitated to the correct units. All four branches of the service work together to facilitate the moving of this cargo.

The JACOT was formed in order to mitigate combat logistics patrols. It is the first of its kind in the Iraqi theater. About 12 members of the 3d Platoon operate the ground portion of the JACOT mission which entails operating various equipment including the Air Force 25K and 40K loader and the Army, Marine, and Air Force 10K rough-terrain forklift. K-Loaders are cargo-loading systems used to load pallets onto aircraft.

Soldiers have been cross-trained on this equipment by the other branches. The joint training helps to accomplish the mission without flaws. Soldiers like their job because it is eventful and develops good skills as far as the technical trade goes. The job is challenging and keeps them on their toes.

*The Central Receiving Shipping Point.*

The CRSP mission, an operation run by 11 Soldiers, is to receive supplies and equipment in a staging yard and distribute the Army cargo from incoming combat logistics patrols to units here and other forward operating bases. The CRSP yard is also a staging area for combat logistics patrols traveling to various other locations in Iraq and Kuwait. The Soldiers that operate the CRSP yard not only are responsible for cargo documentation, but also operating material handling equipment (MHE), which includes container handlers to load and unload 20 and 40 feet containers, and the 10K variable reach forklift that loads 463L Air Force pallets.

A container handler is machinery that can be driven through rough terrain with the capability to load and unload large containers on to flatbed trucks, rail cars, and on the ground.

The unit tracking number is written down, weight, and the day the equipment was picked up in order to keep track of what comes in and out of the yard. There are many different units that get cargo that is sometimes not supposed to be there. It must be tracked down and measures taken to be sure it gets to the right location.

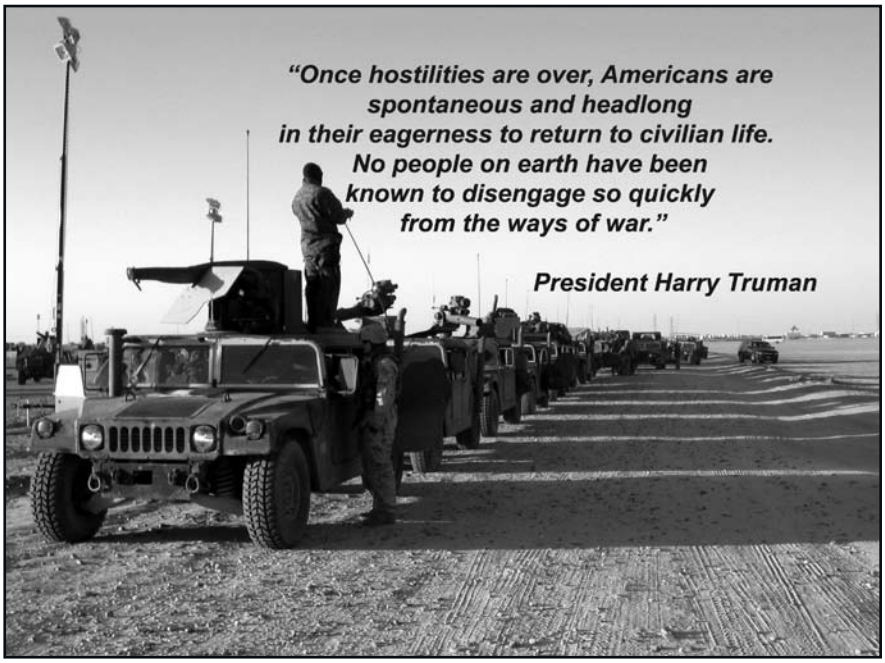
Members of the LSA Operations cell are responsible for providing support throughout the entire camp here. They load up combat logistics patrols and travel throughout Iraq providing support. Additionally, they provide MHE support, which includes the operation of a 40-ton crane to move heavy equipment for units that do not have this type of support. More than 6,000 pieces of equipment and freight were distributed over the past seven months. There are some challenges. The biggest challenge in Iraq is the weather and keeping the equipment mission capable. The sand storms damage the Kalmars and 10Ks in everyday usage.

The unit is able to meet the challenges with experienced Soldiers within the platoon. They have maintenance teams on hand that keep equipment from falling apart and replacement parts are bought ahead of time. So far the unit has not dropped a mission for non mission-capable equipment because of the fine job they have been doing. Members of 3d Platoon enjoy their jobs because they are doing what they were trained to do.

*CPT Sonise Lumbaca is a member of the 1st Corps Support Command, Public Affairs, Fort Bragg, North Carolina and is deployed to Iraq in support of units at Logistics Support Area Anaconda and various other installations in theater.*

# Four Corners: Supply Download Operations in Preparation for Redeployment

By MAJ Keith Blodgett and CPT Michael Walker




*A convoy prepares to go through their redeployment process at the Four Corners station.*

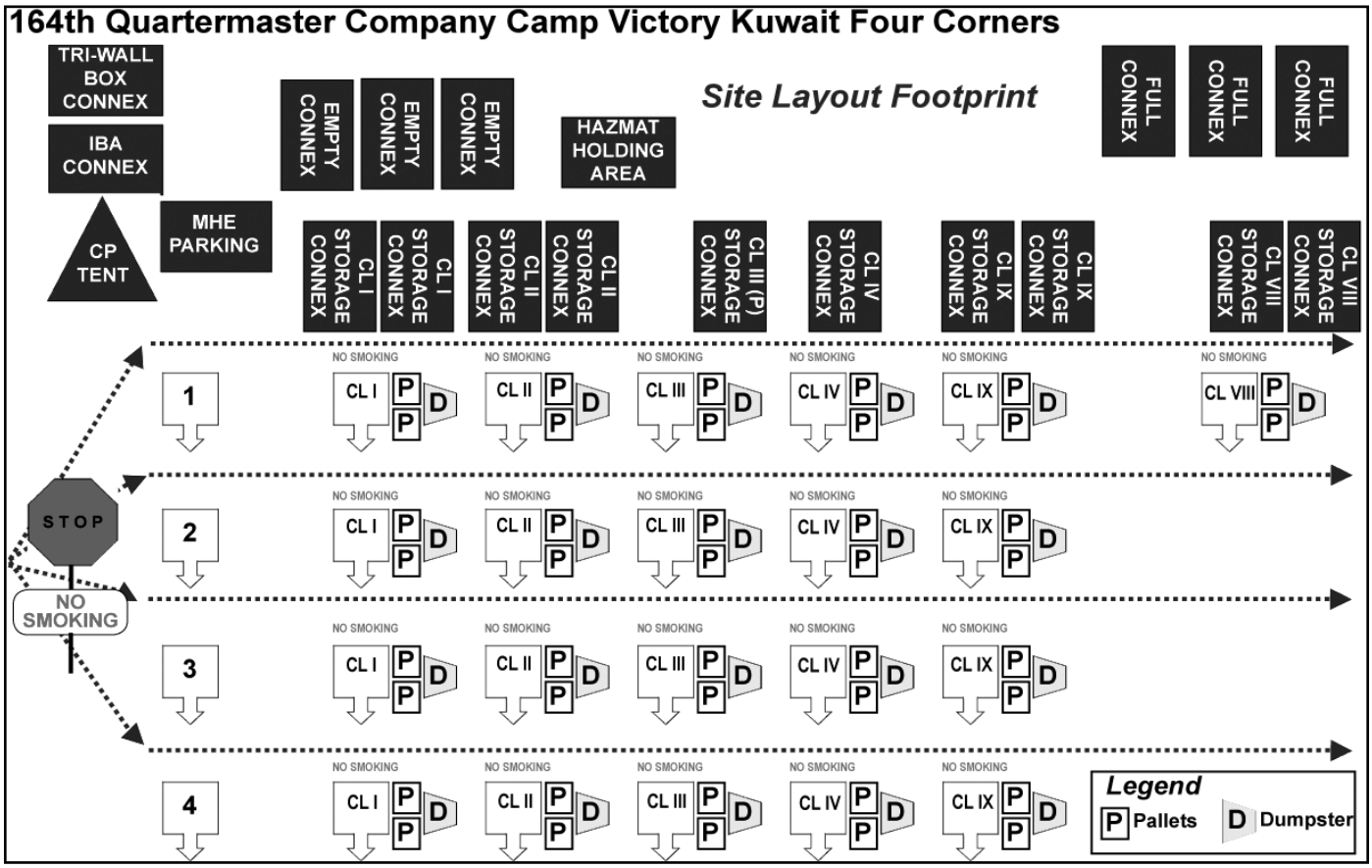
***Introduction***

Redeploying units must prepare their vehicles and equipment for redeployment to the continental United States. "Four Corners" supply download is a streamlined process by which units turn in equipment that will not be going to home station with them. The Four Corners name hails back to a similar supply download point familiar to all Soldiers who conduct training at the National Training Center, Fort Irwin, California. Four Corners operations enable theater logisticians to efficiently and safely receive, store, and ship to retrograde the following classes of supply: Class I, Class II, Class III (Package), Class IV, and Class IX. An effective Four Corners operation will minimize abandoned equipment and trash in the theater redeployment sites, will speed used supplies back to the inventory, and will facilitate the preparation units need to conduct wash rack operations and customs inspections. The purpose of this article is to explain the Four Corners sites managed by the 146th Quartermaster Company, Fort Totten, New York, U.S. Army Reserve (USAR); the 945th Service Company, Collection and Classification, Milford, Delaware, Army National Guard (ARNG); and A Company, 434th Main Support Battalion, Camp Ripley, Minnesota, ARNG, during our operations in the Kuwaiti Theater in support of *Operation Iraqi Freedom* (OIF 04-06). These companies are currently assigned to the 158th Corps Support Battalion, Tucson, Arizona, ARNG; the 43d Area Support Group, Fort Carson, Colorado, USAR; and the 377th Theater Support Command, New Orleans, Louisiana, USAR. Our battalion supported multiple nodes of the U.S. Central Command redeployment process including the two established and one temporary Four Corners site discussed in this article.

Task, conditions, and standards for the Four Corners are as follows: Task: Customers download Class I, II, III (Package), IV, and IX supplies. Soldiers from Four Corners monitor and supervise traffic flow and customer operations. Soldiers or contractors segregate and process downloaded supplies. Soldiers perform a vehicle pre-inspection to verify that required supplies are properly downloaded from customer vehicles. Condition: A fixed site with 24 hour, seven days a week operating capability. Standard: Units perform a safe and seamless turn-in of specified supplies to facilitate established wash rack schedules and onward movement of equipment.

***Site Layout***

A typical Four Corners download site will feature a series of lanes separated by pallets or bins to receive everything from food; ammunition; cots; nuclear, biological, and chemical (NBC) items; construction materials; and repair parts. Class III (Bulk), Class VIII, and Joint Service Lightweight Integrated Suit Technology items should be turned in at separate locations within the theater rear. Class V should be consolidated




*The Site Layout is a series of lanes separated by pallets or bins for receiving items ranging from food, ammunition, cots, NBC items, construction materials, and repair parts.*

and turned in at an ammunition holding area positioned near the Four Corners download site. Equipment requirements include: material handling equipment (MHE); shipping containers; tentage with power, heat, and air conditioning for administrative requirements; voice/data connectivity; phones; computers; portable light sets; dumpsters; portable latrines; hand-washing stations; combat life saver (CLS) bags; amnesty boxes for contraband; Class V and Class VIII; lane marking signage, and traffic cones; pallets; banding materials and connex inserts; racks for gas cylinder storage; and personal protective equipment for the Soldiers staffing the site. Field services or contracting considerations include light set maintenance, trash collection, latrine maintenance, and voice/data internet service. Engineer support may include grading, gravel, drainage construction, paving, or compaction and erosion control.

Our battalion ran separate de-armor points in conjunction with our Four Corners sites in which a maintenance contact team assisted units with removing fabricated armor plating from their vehicles. Recovered vehicle armor was tested to assure it was made of ballistic steel (the theater standard) and then assessed for serviceability. It was then either returned to the fight or disposed of as scrap metal. Maximum care should be taken to minimize damage to vehicles caused by cutting off fabricated armor. This requirement should slowly diminish as the Army transitions to manufactured add-on armor kits and expands the inventory of factory armored vehicles like the M1114 High Mobility Multipurpose Wheeled Vehicle.

The Four Corners sites we ran had a site footprint of approximately 100 by 300 meters including traffic lanes and storage area. Additionally, we required sufficient ingress and egress space for convoys of 50 to 100 vehicles to stage while they awaited forward movement. The largest land requirement is the marshalling area required for brigade combat teams waiting as long as several weeks for redeployment. During this time, they conduct redeployment operations

*Download personnel ensure that Class II and Class III items are properly prepared for movement off the line.*

depending on their theater redeployment schedule. Failure to manage efficient force flow through redeployment nodes quickly causes large scale congestion as annual troop rotations thread deploying and redeploying units through limited space.

***Site Operations***

Units arriving at the Four Corners site are marshaled into a staging area where they receive an orientation, conduct download operations, and then move forward to a wash rack staging area. Trash is disposed of and serviceable items are turned in for reissue. Collected items are stored in 20 or 40 foot containers and taken to a retrograde yard where the supplies are inspected and classified as serviceable or unserviceable. An effective Four Corners download operation can operate 24 hours a day. Our battalion ran two to three shifts of 12 Soldiers per shift based on available strength and operational tempo. Soldier duties include management of traffic flow, safety, custom pre-inspections, MHE operations, and temporary storage of downloaded supplies. We ran Four Corners sites that were either Soldier operated or contractor supported. Considerations with contracted support include the ability of third country nationals to enforce standard operating procedures (SOPs) with tired Soldiers coming out of the combat zone and eager to return home. Our contractors could not maintain customer cooperation without our management and we maintained a reduced staff on site to keep things moving smoothly. There must be, at a minimum, an LNO team on site to ensure efficient operations.

Priorities of work are as follows:

- Customers arrive and receive initial guidance.
- Customers remove trash and personal equipment from their vehicles.
- Unit receives individual items from customers.
- Ensure items are sorted and palletized by class of supply.
- Prohibit customers from throwing away unauthorized trash and equipment.
- Palletize and band individual items or consolidate loose items in connex inserts.
- Move palletized items from the receiving lanes to the processing area.
- Load connexes and prepare turn in documents.
- Move full connexes from processing area to shipment area.

***Lane Operations***

The shift noncommissioned officer in charge (NCOIC) manages customer units, ensures compliance with established SOPs, manages traffic flow, and ensures safe operations on site. They station a Soldier at the front gate to receive and brief incoming units. The Shift NCOIC ensures that there is at least one Soldier per class of supply for every two lanes. Additionally, they manage the number of operational lanes that can be staffed in the above manner based on customer requirements and troops available. The NCOIC assigns personnel to monitor what items go into trash dumpsters and direct customers in the correct disposal of downloaded supplies. This is extremely important and mitigates large scale trash problems. The shift NCOIC ensures that MHE and banding equipment are utilized to the fullest extent necessary for orderly operation and appearance of the receiving and processing areas. They also ensure that the customer unit provides a detail to support the consolidation of Class I or other points on the site as required.

Shift NCOIC change over brief includes the following:

- Anticipated customer units.
- Manning levels and/or issues.
- Equipment issues.
- Safety concerns.
- Any other issues relating to the successful operation of the site.

The shift NCOIC ensures that the appropriate uniform is maintained by all personnel working at the site including:

- Helmet or hard hat worn when operating vehicles.
- Desert combat uniform top worn at all times.
- Sunglasses and/or goggles worn as appropriate.
- Gloves/coveralls as mission required.

The Traffic Control NCO will be stationed at the entrance to the Four Corners sites. They will brief tasks, conditions, and standards to all downloading convoy personnel, brief the convoy commander, and answer any procedural questions of the downloading personnel. They also ensure each vehicle departs from the entry point with a ground guide and will direct the flow of traffic through the open lanes based upon speed at which preceding vehicles flow through the lanes.

The Class I download point personnel will ensure that only full cases of meals, ready-to-eat (MREs) and containerized (cardboard or plastic) containers of water are received. They will direct customers to palletize both MREs and water in well stacked units approximately 48 inches in height. They will also monitor the Class II points and ensure that supplies are palletized neatly, suitable for banding, and movement off the lane.

The Class III download point personnel supervise the downloading of Class III (Package) to ensure material is sorted by type and by opened or unopened status. Hazardous materials (HAZMAT) or refuse Class III (Package) requires a dumping collection site to limit the amount of these items that make their way to the trash. Gas cylinders are consolidated, secured in cylinder racks, and stored in accordance with HAZMAT storage standards.


*Palletized material awaits movement off the line.*

The Class IV download point personnel ensure that material is placed on pallets or inside containers in a manner that allows it to be banded/secured and removed from the lane. Reusable condition is defined as materials that are in the same or near same condition as it was originally received from the manufacturer (e.g., wood, sandbags, wire, etc.).

The Class IX download point personnel ensure that all Class IX parts are downloaded by customers onto pallets of like or essentially like items. Like items must be consolidated to facilitate classification at the retrograde yard. Soldiers ensure the material is palletized or containerized in such a manner that it can be secured and removed from the lane. Maintain any existing labels on parts or collected items to the maximum extent possible; especially those items with national stock number or part number labels on them.

Trash monitors ensure that the following categories are not placed in trash dumpsters:
- Contraband or amnesty items.
- Ammunition.
- NBC equipment.
- Batteries.
- Scrap metal.
- Scrap wood.

Soldiers notify the shift NCOIC when individual containers reach capacity and ensure that containers are not overfilled. Scrap wood should be disposed of at the installation burn site. Scrap metal should be consolidated in an identified dumpster for recycling.

***Processing and Shipping Operations***

Supplies and materials downloaded on site should be banded, secured, and shrink wrapped on the receiving lanes whenever possible. Items are consolidated by type within their class of supply to facilitate classification at the retrograde yard. They should then be placed directly into the appropriate connex in the processing area. Connexes are segregated by type of supply and staged directly across the lane from the point at which their contents are received. Materials are stacked in an orderly manner if connex space is not immediately available for that particular type of item. Customers are no longer free to remove material from the pallets or bins once it is palletized or shrink-wrapped. The unit managing

*Supplies and materials are banded, secured and shrink wrapped on the receiving lines whenever possible.*

the Four Corners site must take great care to ensure that consolidated supplies do not stock pile or overwhelm their ability to process and evacuate them off site. Failure to keep the site clean and manageable quickly increases safety risks and decreases the unit's ability to maintain normal operations. The shift NCOIC prepares a DA Form 1348 for each connex that is filled and places the form in the binder maintained in the operations area. The connex will then be moved to the shipment area to await pickup and movement to the designated delivery point.

***Documentation Procedures***

Connex inserts or multi-pack boxes should be stenciled on their sides to clarify what items customers should place inside them as well as to assist with inventory management. Fully loaded connexes require a dated declaration regarding the contents and a DA Form 1348-1. The unit should maintain a staff duty log as well as an operational log to record customers by name, date, and number of vehicles processed.


*Safety briefings are held each day before operations. The most significant risks associated with Four Corners operations is vehicle related accidents.*

***Communications***

The limited range requirements make communication on all areas of the site best managed by hand held radio. The shift NCOIC is responsible for logging significant events in the daily log maintained in the operations tent. Cell phones or tactical radios for external communications are also critical to provide customer support.

***Safety***

The most significant risks associated with Four Corners operations are vehicular accidents, pinching/crushing injuries, weather related injuries, or injuries related to HAZMAT. Vehicles operating on site must have ground guides and the unit's daily safety brief must stress every Soldier's responsibility to stop unsafe or inappropriate behavior. The operating unit and the customer unit should come prepared with their CLSs identified and equipped with CLS bags. Finally, each customer unit should work at its own pace and should not be hurried. Typical customers conduct Four Corners download operations at the end of 24-72 hours of convoy operations as they depart Iraq.

In the end, the Four Corners download operation facilitates a safe and seamless turn-in of Classes I, II, III (Packaged), IV and IX supply to allow redeploying units to the meet their established wash rack schedules, move out of theater, and redeploy to their home station.

*MAJ Keith Blodgett, Field Artillery, Arizona Army National Guard, is the Supply and Services Officer of the 158th Corps Support Battalion, Tucson, Arizona. CPT Michael Walker, Quartermaster, U.S. Army Reserve, is the Commander of the 146th Quartermaster Company, Fort Totten, New York.*

# Training for Four Corners: Life as a 92G Observer Controller at the National Training Center is a First for a Quartermaster Food Service Trainer

**By SFC Lisette Riley**

While driving down Barstow Road with the hot desert winds blowing in my face at 25 mph, I feel the slight tingling of the windburn on the exposed skin around my dark shades. I estimate 20 more minutes of travel before I arrive at Medina Wasl, a makeshift "village" in the Mojave Desert, better known to the Observer Controllers (OCs) as Four Corners. This "Four Corners" is at the National Training Center (NTC) near Twentynine Palms, California, where training is conducted for the "real" Four Corners in theater. There are a few basic "rules" (known as the OC code) that one should learn quickly. Always know where you are (If you don't know where you are, follow the trail of another OC). Never, never, never take off your shades unless you are briefing. Lastly, never let anyone go near your vehicle as it is literally your home away from home.

My assignment to the NTC was an exciting journey. It is the first time any training center has assigned a Food Service Trainer, military occupational specialty (MOS) 92G, Soldier as an OC. Among the questions I have been asked are how I got selected for this job, what are the requirements of my job, what battlefield experiences I have gained during the assignment, and, finally, what are the incentives for being a 92G OC?

*Observer Controllers share information during a stop at the Four Corners Training site in the California desert.*

Who gets selected for the job? That's a question I often wondered about until I asked a manager at the Human Resources Command (HRC). The HRC reviews an eligible 92G40's (pay grade E-7) last five NCO evaluation reports. They will verify whether the NCO has been in a modified table of organization and equipment unit for at least the last 24 months. A Senior Food Service Operation Sergeant may volunteer for the position by submitting a Personnel Action Request requesting selection for the Project Warrior program, which includes an assignment to the NTC. NCOs selected for the Project Warrior program can plan on serving two years at Fort Irwin, California and two years with the U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia.

What is the job of a Food Service Trainer? Serving as a 92G OC isn't limited to just observing field feeding, transporting, storing and preparing subsistence, as well as sanitation measures within the feeding sites. As an OC, you are in contact with the training unit or your counterpart during the Leaders Training Program 120 days prior to their arrival at the NTC. You engage in conversations with the unit commander, first sergeant, and other key leaders to facilitate the leadership skills necessary for a successful training experience at the NTC.

During the unit's first five days of training, better known as the Reception, Staging, Onward Movement, and Integration phase, the Food Service Trainer's main focus is getting to know the unit and its personnel. I interacted with the

brigade's Food Service Technician and Advisor by asking questions regarding the ration cycle, the total head count (based off a current task organization), and the proposed distribution points. These are just a few areas to coach, teach, and mentor your counterpart during initial interaction, which helps to establish the important relationship with the Soldiers you will see daily.

Additionally, as an OC you need to understand how to operate and perform preventive maintenance checks and services on the equipment the unit is authorized. You must focus on the execution of the brigade, battalion, and company-level field feeding standard operating procedures (SOPs). By using the units SOP as a guideline, you can provide feedback and recommendations to your counterparts on revising unit SOPs throughout the rotation. As an OC, you train, teach, coach, and mentor as required and enhance the competence and confidence of your counterparts by providing meaningful observations and feedback through individual and group after-action reviews (AARs). These AARs reinforce Army doctrine and influence future training by highlighting the strengths and weaknesses demonstrated during previous training events. The second and third weeks of the unit's rotation at the NTC are called training days. Training days 1 through 14 are probably when you will have your most unforgettable moments. OCs are also required to settle battle damage assessment disputes following any conflict with the opposing force units during designated events. OCs are usually considered battlefield experts at the NTC.

What battlefield experience do you gain? As a 92G40, this has been an eye-opening experience. You are not confined to a dining facility in a garrison environment. There are no more "black and whites" dining facility manager's uniforms. You see first-hand how different units in the Army deploy, develop and execute a concept of support, how they fight battles, how they conduct stability and support operations, and how they redeploy. Additionally, you gain experience by observing convoy live fires, United Nations Human Rights Commission visits, mock protests, host-nation meetings, and choreographed incidents involving improvised explosive devices and vehicle borne improvised explosive devices. You also have the opportunity to see the best of the U.S. Armed Forces in action, to include working with the Marines and Air Force personnel. This position will force an NCO to use initiative and think outside the box to develop their battlefield skills.

What are the incentives for being a 92G OC? The incentives come from the satisfaction of training Soldiers and learning current Army doctrine as it evolves. Also, you gain satisfaction from helping units operate in a desert environment and observing training trends. I have also formed a professional relationship with the U.S. Army Combined Arms Support Command, Fort Lee, Virginia, which implements the program of instruction for the Quartermaster Center and School (QMC&S). As the NTC Food Service OC, I served in a battle staff-qualified position, which, once completed, earns you the (2S) MOS identifier. The 2S-identifier means that you are a battle staff-qualified NCO who understands current military planning and operating procedures.

I am glad to have served in this position with some of the finest senior NCOs and officers in the Army. This newly-created position is for a senior NCO who seeks challenges - one who wants to coach, train, and mentor 92G Soldiers at large. An OC must want to learn more about their profession and desire career progression. The life of an OC is an exciting one and is a cherished adventure. For further information on assignment to the NTC, contact the 92G Enlisted Personnel Management Directorate, HRC, commercial (703) 325-9764 or DSN 221-9764.

*SFC Lisette Riley's current assignment is with A Company Operations Group, Goldminer Team, Logistics Supply Trainers at Fort Irwin, California.*

# Class IX Initiatives in Iraq

**By CPT Thomas Krupp**

***Anticipating Demand for Seasonal Repair Parts***

Motor sergeants have been anticipating the increased requirements for seasonal repair parts at the company motor pool for years, and filling their prescribed load list (PLL) accordingly to meet demand. At the Corps level, maintenance managers do much of the same, but must prepare for the demand of an entire theater of operations; all the more important during a wartime deployment.

The Equipment Readiness Division (ERD) of the Corps Distribution Command, 1st Corps Support Command (COSCOM) (Airborne), arrived in Iraq in December, 2004 and immediately began planning for the expected period of increased demand for critical Class IX repair parts that would come with the hot summer months. Using historical Materiel Readiness Report (MRR) data provided by the 13th COSCOM, which was gathered from units deployed during *Operation Iraqi Freedom II*, the Integrated Logistics Analysis Program Equipment Downtime Analyzer (ILAP EDA), the Standard Army Maintenance System 2 (SAMS2), and the Standard Army Retail Supply System (SARSS 2A/C), the ERD was able to identify several soon-to-be critical repair parts and project their demand for the summer of 2005.

***Track Shoes***

During the early summer of 2004, track shoes for combat fleets such as the M1 Abrams Tank and the M2 Bradley Fighting Vehicle (BFV) were being airlifted into Iraq due to a shortfall in the theater's ability to meet the unforecast and extremely high demand. Combat support tracked vehicle fleets, such as the M88 and M113, operational readiness rates were negatively affected by customer wait time that averaged over 30 days for track shoes. In addition, strain was put on the entire distribution system, especially on airframes already overtaxed by high operations tempo (OPTEMPO). In an attempt to avoid non-mission capable-supply (NMC-S) time, minimize the use of aircraft for emergency resupply, and increased Soldier workload, the ERD took several steps.

First, using ILAP EDA, with assistance from CALIBRE systems technicians, one year's worth of reoccurring repair parts requests for each critical system were collected and sorted by national stock number (NSN). After sorting the data by month, extremely high demand for track shoes was easily apparent. Between April and September 2004, M1 Abrams Tanks used approximately 83,000 track shoes. M2 BFVs

*Shoes for tracked vehicles are stockpiled for future use.*

used over 240,000, with a peak usage of 75,000 in May 2004 alone. Knowing that one full 20-foot container of M1 Abrams track shoes holds 512, it was estimated that M1 Abrams tanks in Iraq would require 164 containers of track shoes, measured out over each month, in order to meet projected demand over the summer. Analysis of this type was done for every critical tracked vehicle fleet. The large projected volume of track shoes was an immediate transportation and handling concern due to the high weight and sheer volume of the material.

The identification of expected demand during the summer of 2005 formed the basis of the plan to supply track shoes to units in Iraq. We wanted at least 30 days of stockage to be at the individual supply support activities (SSAs) in Iraq, the expected quantities needed for days 31-60 at Defense Distribution Depot Kuwait (DDKS) and the expected quantities needed for days 61-90 had to be en route via surface transportation to DDKS. These three requirements, in addition to projected demand for shoes, formed the basic building blocks of the overall plan.

After the initial identification of the NSNs, the current stockage level for both tactical SSAs in Iraq and the current theater level stockage at DDKS was assembled from SARSS 2A/C and the Logistics Support Agency information warehouse on the web. ERD identified requisitioning objectives (RO) and reorder points (ROP) at the tactical SSAs that were either nonexistent or too low to meet anticipated demand. After researching every SSA in Iraq and every single unit supported by each SSA's authorized stockage list (ASL), ERD was able to recommend a standard RO and ROP for each track shoe NSN for every SSA that habitually supported tracked vehicles. By March 2005, all SSAs affected had adjusted their stockage parameters for track shoes to ensure that they could meet the worst 30-day demand for each type of track shoe based on the previous summer, ensuring that SSAs would stock enough shoes to meet demand for at least 30 days at a time.

The ROs needing to support the anticipated worst case 30-day demand had to be filled by stocks at DDKS, which in turn are fed by the Army Materiel Command (AMC) through its continental United States (CONUS) based item managers. When analyzing data on current stockage at DDKS, ERD looked into the stockage posture at wholesale. In order to ensure the raising of ROs in Iraq, and keeping them continually filled was feasible, both DDKS and AMC had to be involved. The Track and Roadwheel Team Leader at the Tank-Automotive and Armaments Command (TAACOM), entered the project at this point to assist the 1st COSCOM, and provided current production schedules from the manufacturers and from rebuilds at AMC facilities, as well as historical demand data from the wholesale perspective.

TAACOM soon concurred with our plan and moved to support it through large sea borne shipments of track shoes that would coincide with the anticipated 31-90 day projected requirements provided by the ERD. Since March 2005, ten vessels containing over 320,000 track shoes have arrived at the Sea Port of Debarkation, Kuwait, for receipt at DDKS and onward movement to units in Iraq. At any given time there are about 60,000 to 80,000 track shoes on the trucks and trailers moving north from Kuwait to units in Iraq.

Based on the SAMS-2 deadline report, there have been averages of 3-5 tracked vehicles in a NMC-S status for track shoes in Iraq per week since April 2005, out of a fleet of over 2,600 systems. Most instances of a system being NMC-S for track shoes is a result of a surge in requirements at a particular SSA and in almost all cases new shipments of shoes are on trucks en route prior to a system being dead lined.

ERD continues to control, monitor, and report the shipment demand and issue of track shoes in

Iraq. Total track shoes issued in Iraq for the month of April 2005 closely paralleled projections, while total May issues to units were significantly lower than projected. Historically, May has been the month with the highest anticipated demand. With scheduled inbound shipments by sea, stockage at both DDKS and tactical SSAs in Iraq are positively postured to meet demand for the remaining months of this high usage season. In total, over a half a million track shoes were moved by ship and combat logistics patrols to units all over Iraq between April and September 2005. This is equal to over 550 containers of shoes, and due to the planning, execution, and teamwork of the 1st COSCOM (specifically the Soldiers and Airmen that are responsible for moving these shipments over the roads of Iraq), Defense Logistics Agency (DLA), and the AMC, tracked vehicles in Iraq this summer had the shoes they needed.

*Air conditioning systems in Iraq are a must for the safety and welfare of combat troops.*

***Air Conditioning Systems***

In anticipation of the hot weather of Iraq, research was conducted on combat, combat support (CS), and combat service support (CSS) ground transportation systems that require air conditioning (A/C) for the safety and welfare of the Soldiers conducting combat operations. Anyone wearing body armor while riding inside a Level I or II, M1114, even in the relative cool of the middle of a summer night, clearly understands the danger of an A/C system not working properly. Several reoccurring repair parts were identified for the High Mobility Multi-purpose Wheeled Vehicle (HMMWV) fleet in particular, but very little historical data was available for the newly fielded model M1114 HMMWV up-armored A/C units and the Armored Vehicle Microclimate Cooling Subsystem, both made by the Red Dot Corporation. As HMMWVs, Heavy Equipment Transporters, M915 tractors, and other logistical support vehicles began to receive level II armor, which included the up-armored A/C system, it was clear that maintaining the A/C would be paramount to mission accomplishment. Due to the mission and environment, units did not have easy access to civilian A/C installation sites or contracted Red Dot employees, so they have turned to diagnosis and repair of these systems using organic capabilities.

ERD began gathering a parts list for maintaining the up-armored A/C using Red Dot civilian contractors, inquiries to item managers in CONUS, and with the assistance of AMC and DLA. HMMWV fleet managers in the ERD recorded data from the Corps SAMS-2 deadline report to produce a list of the top 12 required A/C parts that we needed assistance with in Iraq. This list was forwarded to commodity managers, AMC, and DLA for verification and utilization. Using the same processes as those used for adding or increasing ROs for track shoes previously mentioned, ERD was able to recommend A/C NSNs for stockage at tactical SSAs in Iraq, and is currently expanding that list in order to provide more responsive support.

Equipment downtime for A/C related faults in Iraq experienced a high of nearly 200 HMMWVs

NMC-S in recent months. That number is steadily declining thanks to the combined effort of AMC, DLA, manufacturers such as O'Gara-Hess, and the 1st COSCOM ability to expedite contracts, fabricate parts locally, and redistribute limited assets in Iraq. The data that the ERD is now compiling with regards to the up-armored A/C repair parts requirements will enable the next rotation of units into Iraq to be better prepared to anticipate demands.

***Equipment Readiness Reporting and Class IX Stockage Determination***

In February 2005, the 1st COSCOM began reporting MRR data at the brigade level for the first time in Iraq. There were several reasons for this change in reporting. First, as the Army is in transition to units of action and units of employment, brigade sized elements will become the norm for readiness reporting as they are the basic element of combat power. The second reason was related but much more important.

The 1st COSCOM had discovered, over several months, that readiness issues are at times brigade specific due to types and density of fleets and the task organization. Combat fleets such as the M1, M2/3, and M1114 seem to hold brigade-specific readiness trends. CS and CSS fleets also showed clearly, at the brigade level, that low density was causing massive readiness problems. When looking at division and corps level only, major readiness problems can be hidden. Of course, corps level data was not and cannot be ignored, as some high-density fleets may not show problems at brigade level, but when tallied at division and corps, demonstrate trends that may be major concerns.

***Low Density Equipment***

Based on data captured by both the 13th COSCOM and 1st COSCOM, since April 2004 to the present, material handling equipment (MHE) and engineering equipment (ENG) fleets in Iraq have historically low readiness rates at the brigade level. The low readiness rates of these fleets can be attributed to extremely high OPTEMPO and the low density of the equipment.

Through ASL analysis conducted by the ERD, it was discovered that there is no common level of support for MHE or ENG equipment Class IX repair parts in Iraq. Stock levels in Iraq are sporadic due to the small amount of equipment supported by each SSA. When equipment density is small, sufficient demand for repair parts to be added or retained on the ASL generally causes ASL reviews which automatically recommend additions and increases for these lines.

Using ILAP EDA, deadlining parts demanded for the various fleets (FLU-419 small emplacement excavator; 4K, 6K, and 10K forklifts; M9 armored combat earthmover; D7, D8, and D9 bulldozers; and the DV43 rough terrain container handler) from March 2004 to March 2005 in Iraq were examined for frequency of request, quantity requested over time, and customer wait time. The results were 104 items that met our criteria (a total requisition quantity of five) for possible ASL additions or increases for 31 tactical SSAs in Iraq that habitually support MHE and ENG equipment.

While conducting analysis, it was found that the 155th Brigade Combat Team (BCT) in particular had an above average readiness rate for MHE and ENG equipment when compared to other BCTs in Iraq. During the course of the analysis it was further discovered that the 155th BCT's SSA stocked 50 of the 104 recommended lines, far more than any other unit in Iraq (the closest was the 129th Logistics Task Force with 40 stocked items, the next warehouse stocked less than 20 of these lines).

Further research using Federal Logistics Records found that 14 of the 104 recommended lines have an Acquisition Advice Code (AAC) of H or J, which are non-stocked items at wholesale.

Those items must be purchased directly from the vendor each time they are requisitioned, leading to an average of 40 days customer wait time (CWT) for these parts. At the time of the study, 23 of the stocked items at wholesale (AAC D, C, Z) were zero balance at the source of supply. Sixteen of the lines were stocked at only one SSA in Iraq, and 22 lines were stocked at only two SSAs. As of May 2005, 33 of the 104 items were not stocked at any SSA in Iraq. The remaining 33 were stocked at several SSAs in Iraq with varying requisitioning objectives and reorder points.

Items not stocked at wholesale have an average CWT of over 40 days. The remaining 90 recommended lines have an average CWT of 33.5 days. Long lead times on the procurement and shipment of these parts are having a negative impact on these low density fleets - where one system being down can effectively cut in half or completely remove the brigade's ability to support daily combat operations.

At the time of this study, the Multi-National Corps-Iraq was executing enhanced dollar cost banding (EDCB) to tailor its ASLs to stock more system critical parts with lower demand criteria. The ERD compared EDCB recommendations on several ASLs and found minimal correlation in ASL adds/increases for these low-density fleets. The ERD communicated with RAND Corporation's EDCB analyst to examine the cause. At this point it was most likely that the extremely low demands at the brigade-level SSAs in Iraq were not meeting the minimum essential criteria to trigger EDCB to recommend adding or increasing ASL lines.

It is clear that at the brigade level, these critical low density fleets are experiencing extremely low readiness rates. These low readiness rates are often hidden when looking at readiness at the division and corps levels. For example, as of May 2005, there are 26 instances of these fleets being below 70 percent readiness at the brigade level. The ERD recommended the addition and/or increase of 104 lines of Class IX repair parts to each of 31 tactical SSAs that routinely support the seven MHE and ENG equipment fleets in order to increase fleet readiness for the entire Iraqi zone. Lines will have to be added in SARSS-1 as non-demand supported. This initiative was presented to the AMC commander and headquarters AMC for possible implementation. The bottom line is that when looking at readiness at the brigade-level, stockage of repair parts that support low-density fleets that are critical to mission accomplishment must be managed differently; not solely reliant upon an automated review processes.

***Meeting Demand***

Iraq poses extreme challenges to materiel readiness. Extreme heat, rough terrain, high OPTEMPO, where vehicles are regularly hot-seated with new crews, and in many cases include the added weight of add-on-armor, further taxes power trains and suspension systems. Add the fact that many of the mission essential fleets are low density, and the propensity for materiel readiness to negatively impact a commander's ability to accomplish daily combat operations increases greatly. Analysis of past theater-specific readiness data, the application of that analysis, and thorough readiness reporting down to the brigade level are essential to ensure combat operations are not hindered by maintenance concerns and that limited strategic lift assets are used efficiently. Only through careful planning and anticipation of demands can supply and distribution systems remain responsive enough to meet the needs of Soldiers on the ground, while also avoiding the need for emergency resupply.

*CPT Thomas Krupp is a member of the 1st Corps, Support Command's Corps Distribution Command, and is deployed in support of Operation Iraqi Freedom.*

# Training Program for the Aviation Battalion Distribution Platoon Leader

**By CPT James P. L. Holzgrefe**

As part of Army and Aviation transformation, the responsibilities for leading Aviation Forward Arming and Refueling Points (FARPs) is moving from Aviation branch officers to Quartermaster branch officers. In the past, fuel and ammunition for the aviation battalion was handled by the Class III/V Platoon in the Headquarters and Headquarters Company (HHC) of either the brigade or battalion. The platoon consisted of two sections, one for aviation refueling and the other for ammunition handling. For FARP operations, the armament section of the Battalion Aviation Unit Maintenance Company would be placed under operational control of the Class III/V Platoon. Under transformation, a number of significant changes occur in the platoon. First, the Class III/V Platoon changes names to the Distribution Platoon to indicate its increased capabilities. Second, it adds a transportation section, allowing it to provide transportation support outside of the platoon. Third, it moves from the HHC to the new Forward Support Company (FSC) being established in each Aviation battalion. Fourth, in some Aviation brigades, Class III/V support moves from the Aviation brigade level only down to each Aviation battalion. Finally, and most importantly, it will be led by a Quartermaster branch lieutenant instead of an Aviation branch captain or senior first lieutenant.

Because failure in the FARP mission usually means failure of the battalion's mission, the brigade or battalion commander frequently handpicked a senior Aviation first lieutenant or captain who had completed their flight platoon leader time and was awaiting the Captains Career Course for the Class III/V platoon leader job. The officer would normally undergo informal training

*Aviation Forward Arming and Refueling Point (AFARP) in Iraq.*

at the battalion or brigade level from the outgoing Class III/V platoon leader and the Class III/V platoon sergeant. Many officers in the Aviation branch have expressed concern about the relative inexperience and lack of aviation knowledge that a Quartermaster lieutenant would bring to this critical position. However, with proper training and a detailed information exchange between the branches, there is no reason future Aviation battalion distribution platoon leaders cannot excel. As part of this training, a deliberate program will be needed if junior Quartermaster lieutenants are going to be successful Aviation battalion distribution platoon leaders, especially given the contemporary operational environment and current operational tempo. This recommended training program makes maximum use of existing Army courses at the Quartermaster lieutenant's initial entry training site (U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia), at the installation to which they are assigned as an Aviation battalion distribution platoon leader, and training done inside their Aviation battalion.

***Phase 1: TRADOC Level Training***

The first phase of training new Aviation battalion distribution platoon leaders takes place

at the QMC&S. Here, newly commissioned Quartermaster lieutenants attend the Quartermaster Officer Basic Course (QMOBC) where they receive basic instruction from the Petroleum and Water Department in petroleum operations and hands-on training on setting up a Fuel System Supply Point and the Forward Area Refueling Equipment. When interviewed about the training, one prior enlisted Quartermaster captain described it succinctly: "I've been in fuel units my whole time in the Army, from my enlisted time up until now. I've relied heavily on my training at advanced individual training. OBC does not really teach you what you need to know, just basic concepts. The best training that a lieutenant can get will be hands-on training with his or her noncommissioned officers and Soldiers that get to push fuel everyday."

Following QMOBC, some lieutenants who are identified as being future petroleum platoon leaders attend the Junior Officer Petroleum Course (JOPC). The two-week JOPC is designed to prepare commissioned Quartermaster officers for their first duty assignment as a petroleum or water platoon leader, focusing on equipment utilization, maintenance, and transportation. The JOPC will provide the future Aviation battalion distribution platoon leaders with technical skill in their branch that they need before moving on to a more Aviation-focused course.

Future Aviation battalion distribution platoon leaders should also attend Air Assault School before arriving at their first duty station. During the Combat Assault Phase of Air Assault School students will learn aircraft safety, aircraft orientation, pathfinder operations, and hand and arm signals for aircraft control. Each of these skills is critical to the establishment and control of FARPs. The ten-day Air Assault School could be easily attended on TDY status after completing QMOBC and JOPC. Upon completion of the JOPC and Air Assault School, the future Aviation battalion distribution platoon leaders will have the doctrinal knowledge base and aircraft familiarity required to begin learning about installation specific policies and procedures relating to their new job.

***Phase 2: Installation Level Training***

The second phase of training new Aviation battalion distribution platoon leaders takes place in four courses at the installation level once the officer arrives. The installation fuel handler course teaches local Class III requisition procedures, supply points, handling requirements, spill procedures, and provides equipment refresher training. This three-day course will familiarize the new platoon leader with the operations of his Aviation refueling section. New Aviation battalion distribution platoon leaders will also need training in the operations of their ammunition handling section. The installation ammunition handler course provides six days of training on receipt, accountability, transport, and safety for live ammunition and related residue as well as installation specific regulations and practices. Once fuel and ammunition are properly requisitioned and loaded, they must be transported safely from the fort to the fight.

The abbreviated two-week installation Unit Movement Officer (UMO) Course provides the new officer with a working knowledge of how to plan, organize, and conduct unit movement of their equipment and personnel. This is especially important since the amount of equipment in the Aviation battalion distribution platoon is more than the three flight companies and the headquarters detachment combined. Having a distribution platoon leader who can handle the movement of their own equipment will take a burden off of the Aviation Battalion UMO and Hazardous Materials (HAZMAT) Officer.

Because the two classes of supply that the Aviation battalion distribution platoon leader deals with most frequently are classified as HAZMAT,

*Success of the AFARP means operating in demanding environments. Here, a helicopter is being refueled in field conditions.*

individuals must understand how they must be handled. At most installations the two-day installation HAZMAT Handler Course is required for personnel who offer, accept, handle, prepare, mark, placard, or label HAZMAT packages. They must know how to prepare HAZMAT shipping papers and operate or crew any transport mode carrying HAZMAT. Armed with the knowledge from these installation courses, new Aviation battalion distribution platoon leaders have the working knowledge of local policies and procedures he/she needs before learning their Aviation battalion's specific operations.

***Phase 3: Unit Level Training***

The third and final phase of Aviation battalion distribution platoon leader training occurs at the Aviation battalion. Unit training begins with the battle hand over from the outgoing Class III/V or distribution platoon leader. This would include training on the FARP standard operating procedure, platoon collective tasks, and convoys. The outgoing platoon leader would also ensure that their replacement enrolls in the battalion's next available driver's certification and combat lifesaver courses.

Serving as the platoon's primary source of continuity, the Aviation battalion distribution platoon sergeant would fill in any gaps left by an abbreviated hand over between the two officers. They would also teach the new lieutenant about the duties of personnel within the platoon, ground vehicle maintenance, and how to operate all of the platoon's equipment. Additionally, the platoon sergeant would serve as the equipment subject matter expert during the change of responsibility inventory.

Other members of the Aviation battalion would also help in the transition. The battalion Aviation safety officer would educate the new platoon leader on FARP certification, aircraft danger areas, HAZMAT storage and spill control, and the battalion safety program. Since it is impractical to require that Aviation battalion FSC commanders have previous Aviation battalion distribution platoon leader experience, there will be an intermediate period where flight company commanders and Aviation battalion staff will be able to assist using their previous experience as Class III/V platoon leaders.

***Conclusion***

The importance of competent leaders in the distribution platoons of Aviation battalions cannot be overstated. Aviation operations are critically dependant on fuel and ammunition being at the right place and time on the battlefield. Aviation battalion distribution platoon leaders of the future will face an even more complex operating environment and more resilient enemy than the Class III/V platoon leaders of the past. The shift to nonlinear and non contiguous battlefields requires a Quartermaster lieutenant who can think and operate independently from his battalion and company under austere combat conditions. All of these factors justify the need for an improved training program for new Aviation battalion distribution platoon leaders as they replace the experienced outgoing Aviation Class III/V platoon leaders.

*CPT James P. L. Holzgrefe currently serves with the Squadron S4, 3rd Squadron, 17th Cavalry Regiment.*

# Safety Saves Soldiers

# Quartermaster Motorcycle Accidents are High Risk Events

By Michael L. Davis
Safety Specialist Assigned to the U.S. Army Quartermaster Center and School, Fort Lee, Virginia

Motorcycle accidents are a leading cause of deaths and serious injuries of Quartermaster Soldiers; they are high risk events for riders. A look at some common accidents from the last three years reveals what may have been done to avoid them. Remember, Soldiers who ride motorcycles need to understand the hazards facing them, before they can control those hazards. Their leadership needs to understand as well.

Note: Army wide there were over 150 Army motorcycle accidents in FY04, resulting in over 30 deaths. In FY05 there were 22 Soldier fatalities.

In two separate accidents Quartermaster Soldiers in two separate states were obeying all posted speed limits and were wearing all required protective equipment. Each was struck by a vehicle at an intersection. One Soldier was seriously injured while the second died from his injuries. Leaders need to ensure that members of their units who ride motorcycles have valid up-to-date licenses and are trained to drive defensively. Units need to ensure that drivers are trained to drive in adverse conditions and drivers need to obey all posted speed limits, adjust speed for road conditions, maintain proper distance from the vehicle in front, always use safety equipment, and be prepared to take evasive action whenever necessary.

A Soldier who had been drinking was driving without a helmet at night and speeding. He lost control and died of head injuries. Leaders cannot be around to ensure rules of the road are obeyed. Motorcycle riders should remember that injuries from motorcycle accidents are usually more serious than automobile accidents at similar speeds. Also, motorcycle helmets are the most important piece of equipment a rider can wear. Never drive while under the influence of alcohol.

A Soldier was riding a motorcycle that he was not licensed to drive. He also was not wearing a helmet. He was speeding in poor weather conditions, ran a stop light, and was hit by another vehicle. The Soldier died from his injuries. Here again speed to fast for road conditions, no license or training, and not paying attention to poor weather conditions caused a death.

A Soldier was not wearing any protective equipment and was estimated speeding at 105 mph when he lost control and ran into another vehicle. He died on impact. Another soldier was traveling at a high rate of speed when he lost control and crashed. He was wearing protective equipment but still died of his injuries. Protective equipment does not provide protection at high speeds.

A Soldier had been drinking and was speeding when he swerved to avoid another vehicle. He struck a parked car. He survived but lost his leg because of the accident. Alcohol and speed must be avoided while driving a motorcycle. A Soldier who was wearing his protective equipment, was licensed, and had attended all required classes underestimated road conditions and lost control of his motorcycle in a patch of loose gravel. He still received major injuries to his neck and body. Leaders should ensure that their motorcycle drivers have an understanding of the rules for

emergency stopping and check the condition of vehicle and road conditions before starting. Again, a Soldier was driving at night when he skidded on the road and crashed. He was wearing his protective equipment and had reduced his speed because of the weather conditions. He received only minor injuries.

A Soldier was wearing his protective equipment and was driving under the posted speed limit when a deer ran into the road and struck the motorcycle. The Soldier received minor injuries and the bike was totaled. Although the driver was wearing protective equipment and was obeying all rules, emergencies can occur which may require immediate evasive movements. These abilities come only with experience and training.

These types of accidents are repeated year after year. Don't let these accidents happen in your organization. Consider the following actions to prevent motorcycle accidents:

- Ensure Soldiers have completed an Army-approved motorcycle safety course (MSC) before they operate a motorcycle.

- Establish an agreement with motorcycle operators regarding responsibilities (i.e. Privately Owned Vehicle (POV) Risk Management Toolbox). Take appropriate action(s) when noncompliance with the agreement is detected or reported.

- During POV inspections, verify motorcycle operator's license, MSC card, and appropriate personal protective equipment (PPE).

- All drivers must understand that speeding kills. Inform Soldiers how speeding negatively affects handling capabilities, especially when negotiating curves.

- Verify that motorcycle operators have the appropriate license endorsement, MSC card, and understand their responsibilities.

- Identify all motorcycle operators, assess their risk, and assign a motorcycle leader/mentor within the unit to educate them on Army operating rules and behavior (e.g., use the Next Ground Accident Assessment for Leaders).

- Ensure Soldiers understand how to maintain safe following distance. Use the two-second rule and remember to adjust for adverse conditions (MSF's Sharing the Roadway).

- Brief Soldiers about how wearing a helmet lowers a rider's risk of fatal injury by 29 percent and reduces the risk of traumatic brain injury by 67 percent. Emphasize that proper size and fit are critical to helmet retention (MSF Information Paper on Motorcycle Helmets).

- Strictly enforce no drinking and driving policies (consult your local Judge Advocate General for guidance on possible administrative actions to include not in-line-of-duty findings) and mandate that Soldiers wear Department of Transportation approved helmets and PPE (IAW AR 385-55 and DoD Instruction 055.4)

- Consider establishing a local Fatality Review Board to be chaired by the first general officer in the unit's chain of command to prevent future accidents. (See USAREC Reg 385-2).

- Encourage NCOs to conduct professional development sessions with their peers and subordinates on how the NCO Creed relates to setting the motorcycle safety example.

Finally, remember leader responsibility does not let individuals off the hook either. Soldiers need to examine their own habits and look at ways to improve. Soldiers know when other Soldiers are irresponsible. They should not turn a blind eye when another Soldier is not performing to standard.

# Career News

**Professional Development**

Welcome to the Combat Service Support Division (CSSD) of the Human Resources Command (HRC). Ordnance, Transportation, and Quartermaster commissioned officers are now organized into rank aligned logistics branches. We now have a Logistics Lieutenant Colonels Assignment Branch, Logistics Majors Assignment Branch, Logistics Captains Assignment Branch and a Logistics Lieutenants Assignment Branch. Your assignment officer remains the same for the foreseeable future and can be contacted through the same phone numbers and e-mail accounts as previously. We have now integrated our Logistics and Soldier Support Warrant Officers into CSSD. Each warrant officer will continue to receive the same professional support from their career manager as before. The Logistics Assignment Officers are committed to providing the same level of assignment and professional development service they have always provided, just in a different configuration. Visit the HRC home page at https://www.hrc.army.mil/. For more information about Quartermaster Corps officer, warrant officer and noncommissioned officer issues, access the Office of the Quartermaster General web site at ww.quartermaster.army.mil/.

**Branch Chief Notes**

LTC Mike Morrow, Chief, Quartermaster Branch, Combat Service Support Division, michael.morrow@hoffman.army.mil, DSN 221-5266

Greetings to our Quartermaster officers from your branch team at Combat Service Support Division (CSSD), Human Resources Command (HRC). We have made it through the summer transition and said goodbye to a great Quartermaster Branch Chief here at HRC, Colonel Tracy Cleaver. It is an honor for me to join such a super group of professional logistics staff officers during this exciting period for our Army. I look forward to working with you as we face the difficult challenges of continued worldwide engagement and sustaining combat operations.

Congratulations to our Quartermaster officers selected for promotion at the lieutenant colonel's and major's boards. These are great achievements and each officer should be proud of his/her accomplishments.

The CSSD and the Officer Personnel Management Directorate at HRC continue to refine our organizations in order to best support our Army officers in the field. Some of the most important improvements include: reviewing our officer career progression, career fields, and functional areas; assisting with the revision of Department of the Army Pamphlet 600-3, Commission Officer Development and Career Management; implementation of "My Board File" for officer file board preparation; and reorganizing CSSD to group logistics branch assignment officers by grade.

Supporting the Global War on Terrorism continues to be our top Army priority. As assignment officers and branch managers we help support this priority by providing all officers the opportunity to serve in our deploying units. For assignments - each of us will do our best to support you - while working within the following priorities:

- Army requirements.
- Professional development.
- Preference.

I look forward to serving with each of you as we meet the challenge of supporting our Army at war. Visit our Quartermaster Branch page at https://www.hrc.army.mil/site/active/opqm/HRC_121905_qm.htm.

**Transformation**

MAJ Darren L. Werner, Major Assignments Officer--darren.werner@hoffman.army.mil, DSN 221-5267

Transformation - A single word that has meant so much to our Army. As we move into FY06, transformation will be at its peak. Part of the transformation that each of us will experience is the transformation of Human Resources Command's Combat Service Support Division (CSSD). CSSD conducted an unprecedented reorganization that reflects the Army's reorganized, modular force. The reorganization has eliminated proponent branches and has consolidated all logistics branches into Grade Based Personnel Management Branches. What that means to you today is that you will no longer be managed by Quartermaster Branch but instead you will be managed by Logistics Majors Branch. This change has many advantages that each of you will realize over time. Initially, all Quartermaster majors will still be managed by the Quartermaster representative on the Majors Team. End state will be that officers will not be organized by branch.

| Active Component/Reserve Component Modular Combat Service Support Formations | | | | |
|---|---|---|---|---|
| | AC | NG | AR | TOTAL |
| TSC (M) | 2 | 1 | 1 | 4 |
| DCP | 5 | 2 | 4 | 11 |
| SUS BDE | 16 | 11 | 8 | 35 |
| TO PLUG | 2 | 1 | 4 | 7 |
| TD PLUG | 3 | 1 | 4 | 8 |

The Army's transformation is settling down. In August 2005 the Army announced the final alignment of forces. This announcement has arranged our brigade combat teams (BCT) into what looks to be their "permanent homes." Along with the BCT placement, a clearer picture of where the 16 sustainment brigades (SUS Bde), 2 theater sustainment commands (TSC), 5 deployable command posts (DCP), and 5 theater opening (TO) and theater distribution (TD) detachments will be located. By FY11 we will reach end state.

***Coming Soon***

Stay on the look out for the release of:

- DA PAM 600-3 - Your professional development program has changed and this updated pamphlet will provide you the knowledge you will need to chart your professional development.

- OPMS 3 - The Officer Professional Management System that governs our careers is evolving to meet the demands of our current Army at war and the future transformed force.

- Joint Manning Document and Request for Forces Assignments - Our commitment to the Global War on Terrorism requires our best officers. Be prepared to deploy in support of these requirements.

I would like to extend my congratulations to all officers who were selected for promotion to major. I look forward to working with you. Please feel free to contact me to discuss your professional development.

**Lieutenants Assignment Officer and Future Readiness Officer Notes**

CPT Patrica M. Fitzgerald, Lieutentant Assignments and Future Readiness Officer patricia.fitzgerald@hoffman.army.mil, DSN 221-5281.

There are two programs that I would like to bring to everyone's attention: the Branch Detail Program and the Degree Completion Program.

All officers involved in the Branch Detail Program must be informed about a significant change in policy but not a change in the AR 614-100 as of yet. If commissioned a 2LT in FY04, then the officer is obligated to serve for four years in the branch in which they are detailed. If commissioned a 2LT in FY03, then the officer is obligated to serve for two years.

All officers involved in the Degree Completion Program must be informed that extensions past 18 months in the program are not authorized unless there are extenuating circumstances. By regulation, the program is for 12 months; up to 18 months (this is a 6 month extension) is the most that will be approved. If complications arise, then the officer has these options to choose from:

- Take the class at another college/university and have the class transferred to their university (must ensure that their school will accept the class.
- If they have problems with the majority of the degree plan and notify us early, we can approve attendance at another school (must have supporting documentation from the school).
- Take the class the next scheduled semester.
- Leave the program as scheduled and take the remaining class at the follow-on assignment during off-duty time. The DA Form 1059 (Academic Evaluation Report (AER)) will be processed annotating that "the officer did not meet all requirements for bachelor of arts/bachelor of science degree. However, the degree will be awarded upon completion of ___credit hours on or about _____(date)". This can be considered an adverse AER, because the officer did not receive the degree within the allotted time. If the officer does not need the AER right away (for a promotion board), I will work with the officer as long as he/she did not fail a class or do something crazy to get released from the program early.

If you have any questions regarding the above programs, please contact me at 703-325-5281, DSN 221-5281 or e-mail Patricia.fitzgerald@hoffman.army.mil

If you want to reach the LTCs or CPTs Assignments Officers, then here is their contact information:

CPTs Assignments Officer
CPT Jay Johnson
703-325-5645
DSN 221-5645
Herman.L.johnson@hoffman.army.mil

LTCs Assignment Officer
LTC Bill Krahling
703-325-5269
DSN 221-5269

**Army Knowledge Online (AKO)/Assignment Satisfaction Key (ASK)**

MSG Jennifer Love, Enlisted Personnel Management, Quartermaster Assignments Branch, jennifer.love@hoffman.army.mil, DSN 221-8288

One of the best ways for you to increase your chance of getting your assignment of choice is by keeping ASK up to date! Quartermaster Branch continues to fulfill its mission of assigning Soldiers in accordance with our Army's current priorities:

- Global War on Terrorism (GWOT) and transformation
- Professional development
- The Soldier's preference

The best way to get your preference the highest consideration is to keep your preferences

in ASK current. ASK is tied to our automated assignment systems, so every time an assignment manager looks for a Soldier to go to one of the places you've selected your name will appear!

All Quartermaster Soldiers need to establish and check your AKO email account. Establishing an AKO email account allows Quartermaster Soldiers access to the ASK. Soldiers can update personal contact information, assignment preferences, indicate special duty interests, and/or volunteer for assignment locations. Career Managers within Quartermaster Branch match Soldier preferences with the needs of the Army to increase Soldier satisfaction. In those cases where Soldiers' preferences cannot be linked to an assignment, the managers use the Soldier's contact information to discuss options.

After establishing your AKO account, keep your personal information and assignment preferences updated as your duty assignment changes. Out-of-date contact information will not prevent selection for reassignment. However, it may prevent you from getting a more preferred assignment.

The AKO portal is the single entry point into a robust and scalable online knowledge management system. AKO gives soldiers instant access to training and educational information, assignment notification, access to leave and earning statements, and a host of other military related topics. AKO is strategically changing the way the Army does business by enabling greater knowledge sharing among Army communities. AKO is available to Army Active Duty, Army Reserve, Army National Guard, Department of the Army Civilians, Retired Army, and Army-sponsored guest accounts. We know Soldiers are the centerpiece of our Army. Success in this enduring fight depends on them. They require us to provide the excellent human resource support they deserve. Our mission is essential. We will continue to support the Army's ability to grow and develop leaders and to provide relevant and ready forces for our combatant commands. To set up your AKO email account, logon to www.us.army.mil and click on "New User" Register for AKO, and follow the instructions to complete your email set up. Once you have set up your AKO account, access the ASK hyperlink on the AKO homepage and begin setting up your personal contact information. For more information about AKO/ASK, contact MSG Jennifer Love, Quartermaster Center and School Liaison, Quartermaster Branch, U.S. Army Human Resources Command, Jennifer.Love@hoffman.army.mil, 703-325-8288 or DSN 221-8288.

**Statement of Ownership, Management, and Circulation** (required by 39 U.S.C. 3685). The name of the publication is *Quartermaster Professional Bulletin,* an official publication, published quarterly by the U.S. Army Quartermaster Center and School, Fort Lee, VA. Editor is George Dunn, Office of the Deputy to the Commander, Fort Lee, VA 23801-1601. Extent and nature of circulation: Figures that follow are average number of copies of each issue for the preceding 12 months for the categories listed. Printed: 5,270. Total paid circulation, sold through Government Printing Office: 50. Free distribution by mail, carrier or other means: 5,120. Total distribution: 5,170. Copies not distributed in above manner: 100. Actual number of copies of a single issue published nearing to the filing date: 5,270. I certify that the above statements by me are correct and complete: George Dunn, Editor, 24 October 2005.

# QUARTERMASTER UPDATE

## Ranger Battalions Looking for a Few Good Quartermasters

The 75th Ranger Regiment recently expanded its list of military occupational specialties (MOSs) to include several combat service support functional areas. The 75th Ranger Regiment is a U.S. Army Special Operations Light Infantry Unit and has been actively engaged in the Global War on Terrorism since October 2001.

Support personnel play a key role in maintaining unit readiness and are an integral part of daily operations at home and abroad. The 75th Ranger Regiment recognizes the benefits of having a complete support element that is organic to the unit. Support positions are new to the Rangers so they are looking for motivated Soldiers to be a part of their first generation of support personnel. The Soldiers who fill these positions will define the 75th Ranger Regiment's support operations while performing duties critical to continued mission success in support of the Global War on Terrorism.

Among the enlisted Quartermaster MOSs desired by the 75th Ranger Regiment are several Quartermaster enlisted and officer MOSs. They include enlisted 92A, Automated Logistical Specialist; 92F, Petroleum Supply Specialist; 92G, Food Service Operations; 92R, Parachute Rigger; 92Y, Unit Supply Specialist; and 92W, Water Treatment Specialist. Quartermaster warrant officer positions sought include: 920A, Property Accountability Officer; 920B, Supply Systems Technician; and 921A, Airdrop Equipment Technician.

Maintaining a qualified group of support Soldiers for a frontline warfighting unit engaged in continuous combat operations requires knowing the latest in technology, tactics, techniques, and procedures. The 75th Ranger Regiment emphasizes ongoing training and education. They are resourced to develop exceptional combat proficiencies and the emphasis is not limited to the unit's infantry Soldiers. Support Soldiers regularly have the opportunity to attend a variety of military and civilian schools relative to their respective MOS to enhance their combat readiness and personal abilities.

75th Ranger Regiment

Every Soldier brings something to the fight regardless of whether it is combat expertise or food service expertise or some other MOS. Ranger Soldiers are trained to provide the high level of support required for this elite unit's demands.

Soldiers in the new positions will be permanently assigned to the regimental headquarters or one of the three geographically dispersed battalions in Georgia and Washington.

Rangers were among the first troops on the ground during the initial stages of *Operation Enduring Freedom* and *Operation Iraqi Freedom*.

Interested Soldiers may contact the 75th Ranger Regiment for more information. Initial entry Soldiers should call (706) 545-2617 or DSN 835-2617. Permanent party Soldiers should call (703) 325-5566 or DSN 221-5566. Soldiers are encouraged to visit the U.S. Army Special Operations Command news service at http://news.soc.mil for up-to-date news and background information about the 75th Ranger Regiment.

# Mortuary Affairs Soldiers Give Dignity, Reverence, and Respect to Fallen Heros

**By Douglas L. Howard**

Mortuary Affairs Specialist (military occupational specialty 92M) continue to provide dignity, reverence, and respect for our fallen heroes in Afghanistan, Iraq, and Kuwait. They do so through a series of Mortuary Affairs Collection Points (MACPs) in the forward areas, a Theater Mortuary Evacuation Point (TMEP) at Camp Doha, Kuwait, and a Theater Personal Effects Depot, that is co-located with the TMEP. All points were staffed by members of the 246th Quartermaster Company (Mortuary Affairs) until they were relieved in October 2005 by a sister unit, the 311th Quartermaster Company (Mortuary Affairs). Both U.S. Army Reserve units are headquartered in Puerto Rico.

Mortuary Affairs Soldiers labor daily in conditions that rival those of any previous conflict. The heat is oppressive, the days are long, and the dangers they face are the same as those faced by other personnel in these theaters of war. Mortuary Affairs Soldiers are not immune because of the tasks they perform. As with many units, short staffing is sometimes a problem for our MACPs. However, because of the efforts of Theater Mortuary Affairs Officers, who care deeply for their Soldiers and the mission they perform, these staffing issues are currently being resolved.

Forensics processing protocol has changed the manner in which Mortuary Affairs Soldiers perform their mission on the battlefields of *Operation Enduring Freedom* and *Operation Iraqi Freedom*. Gone are the days of extensive documentation of wounds and injuries to the remains. These tasks have been replaced by handling procedures designed to protect vital forensic evidence. Tasks include ensuring that individual body armor and Kevlar helmets, worn by the deceased at the time of death, are also evacuated through the Mortuary Affairs channels of evacuation to the port mortuary at Dover Air Force Base, Delaware. There the remains and all clothing and equipment are examined by the Armed Forces Medical Examiner (AFME) or his representatives. These examinations are necessary to ensure that the AFME can answer all questions concerning the cause and manner of death of the deceased and respond to questions from family members concerning the death of their loved one.

*Mortuary Affairs personnel often work in harsh environments treating the remains of Soldiers with dignity, honor, and respect.*

Today's Mortuary Affairs Soldiers are serving honorably in what many regard as the most honorable of all fields. Although the number of fatalities may have been far greater in Korea or Vietnam, the conditions under which today's Mortuary Affairs Soldiers serve are no different. They are performing at the same high standards that their predecessors maintained and are serving with honor and professionalism.

*Douglas L. Howard is Deputy Directror, Mortuary Affairs Center, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

# Junior Officer Petroleum Course Makes Its Debut

**By Robert A. Lias**

Graduates of the first Junior Officer Petroleum Course (JOPC) are now filling troop billets with a much greater understanding of the mechanics involved in providing liquid logistics (petroleum and water) to our combat forces.

The JOPC was established last spring as a Quartermaster petroleum leadership development initiative. The JOPC is conducted at the U.S. Army Quartermaster Center and School, Fort Lee, Virginia, where the Petroleum and Water Department is the proponent for this training. A primary motivation for developing the course is to better prepare Quartermaster lieutenants for their first duty as petroleum or water platoon leaders of organizations with petroleum and/or water logistics missions.

Unlike past assignments where the platoon noncommissioned officers had an opportunity to provide these critical skills via hands-on training, the current operations tempo and deployment requirements demand that these newly assessed lieutenants be able to make an immediate impact upon arrival at their units. Upon graduation, many of these officers will deploy directly to support the ongoing Global War on Terrorism units. The JOPC is structured to ensure the lieutenants understand the fundamentals of petroleum and water logistics at the tactical level. This course involves two weeks and two days of intense hands-on training with both petroleum and water equipment. Students are required to meet the same standards their Soldiers are expected to achieve. Additionally, the course includes two written examinations to validate the training and to ensure course objectives have been met.

*JOPC students train on the operation of a 350 gpm pump.*

During the petroleum phase, the students are required to setup and operate to standard the following petroleum equipment: Fuel System Supply Points, Heavy Expanded Mobility Tactical Trucks (HEMMT) Tanker Aviation Refueling System, Advanced Aviation Forward Area Refueling System, Forward Area Refueling Equipment System, and Assault Hoseline. The petroleum phase also provides opportunities for students to perform preventive maintenance checks and services on the equipment. Students get to service 350 gallon per minute (GPM) filter separators, 350/600/800 GPM pumps, the HEMMT refueler and the M969 Petroleum Tank Semitrailer.

Finally, the petroleum phase includes fuel terminal operations training culminating with the students moving JP8 through the terminal manifold system to conduct rail tanker car receipts and issues. In order to better understand and address theater level petroleum support once deployed, students travel to Fort Pickett, Virginia to train first-hand on the employment and operation of the Inland Petroleum Distribution System.

During the water phase of the JOPC, students get an opportunity to conduct a water reconnaissance mission to identify potential water purification sites. This reconnaissance includes conducting key water quality test, estimating the yield of the water source, and assessing the site for improvements to support both the production and distribution of water. Students are presented with multiple potential sites and must analyze these sites to determine the best operational area.

During the water phase, the students are required to employ to standard the following water equipment: 600 and 300 GPH Reverse Osmosis Water Purification Units, Water Quality Analysis Sets: Purification, Forward Area Water Point Supply System, Tactical Water Distribution System, Semitrailer Mounted Fabric Tank, and the M1098 Hardwall Tanker.

In addition to the employment and operation of this equipment, students are provided classroom training on equipment which will soon be fielded to support the water mission within the modular Army. Training is conducted on the Tactical Water Purification System as well as the Lightweight Water Purifier.

The JOPC is providing trained Quartermaster lieutenants to fill and lead the Army's petroleum and water platoons. The training will greatly enhance the value of these Soldiers and will reduce the traditional train-up period that officers in the past have had to receive at their first duty station. Building leaders for both today and tomorrow, JOPC graduates will be ready to lead their Soldiers and will greatly enhance their value to both the Army and the Joint Warfighter.

*Robert A. Lias is the Division Chief, Advanced Petroleum and Water Division, Petroleum and Water Department, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He is a retired Army petroleum officer with over seven years of petroleum and water logistics experience.*

*JOPC students conduct aviation refueling operations training.*

## Search for Warrant Officer Candidates Meets with Success During Germany Trip

CW5 Michael Toter, Quartermaster Regimental Chief Warrant Officer at the U.S. Army Quartermaster Center and School (QMC&S) and SGM Joseph Brundy, from the Office of the Quartermaster General, Enlisted Proponency Office, traveled to Germany in September to brief Quartermaster Soldiers on current Quartermaster proponency-related issues. Multiple briefings were conducted in Kaiserslautern, Wiesbaden, Dexheim, and Bamberg to the 21st Theater Support Command, 3d Corps Support Command (COSCOM), and multiple subordinates units. The briefings covered a range of enlisted, officer, and warrant officer topics. Feedback on the briefings was extremely positive, with many proponency related questions coming from the field. The briefings were well supported by commands as well as Soldiers in attendance. A leading theme for the enlisted Quartermasters is the current search for motivated and qualified Soldiers to become candidates for warrant officers.

Following an initial meeting with BG Scott G. West, Commander, 21st Theater Support Command, in Kaiserslautern, SGM Brundy gave the enlisted briefing, and CW5 Toter gave a recruiting brief to the enlisted Soldiers and a separate briefing to the officers. In Wiesbaden, CW5 Toter briefed officers, had lunch with the local Warrant Officer Association, and met with several senior warrant officers, while SGM Brundy met with senior noncommissioned officers

SGM Brundy then traveled to Dexheim, where he presented the enlisted briefing and also solicited warrant officer candidates. CW5 Toter remained in Wiesbaden and presented briefings to the 3d COSCOM Soldiers and had an office call with BG Rebecca Halstead, 3d COSCOM Commander. CW5 Toter and SGM Brundy also briefed Soldiers from outlying areas near Bamberg. Several Soldiers expressed interest in becoming warrant officers and commissioned officers. Trips like this one help bring up-to-date information to the field in important new programs designed to improve the knowledge and quality of life in the Quartermaster Corps.

If you are interested in receiving a similar briefing, contact our Quartermaster Regimental Chief Warrant Officer, CW5 Mike Toter at DSN 687-3702 or e-mail michael.e.toter@lee.army.mil.

## 2006 Quartermaster Regimental Honors Program

The Quartermaster Regimental Honors Program is accepting nominations for consideration by the 2006 Honors Panel Review Board. The honors program consists of three distinct categories to recognize truly outstanding individuals and units (both past and present) who have helped fulfill the Quartermaster Corps' mission, or have brought credit to the Regiment over the course of its proud history.

The Quartermaster Hall of Fame Program is the highest form of recognition the Quartermaster Regiment offers. This honor is reserved for those who are judged to have made "the most significant contributions to the overall history and traditions of the Quartermaster Corps." The Distinguished Members of the Regiment Program honors selected individuals who have made "distinguished contributions to the Quartermaster Corps," and who, by virtue of prestige, status, and experience, "will assist in fostering Regimental pride and esprit, heritage, and tradition."

The Distinguished Unit of the Regiment Program recognizes truly outstanding units that have made significant contributions to the Quartermaster Corps.

To view eligibility requirements and nomination procedures, visit the Regimental Office web site: www.quartermaster.army.mil/oqmg/Regimental_office/index.html.

# Directory - Points of Contact

## U.S. Army Quartermaster Center and School

**The Quartermaster General** (ATSM-CG)
BG Mark A. Bellini 734-3458
mark.bellini@us.army.mil

**Assistant Commandant** (ATSM-AC)
COL Richard J. Poole 734-3759
richard.poole@us.army.mil

**Deputy to the Commander** (ATSM-CG-DC)
Larry L. Toler 734-3480
larry.toler@us.army.mil

**Command Sergeant Major** (ATSM-CSM)
CSM Jose L. Silva 734-3248
jose.silva@us.army.mil

**23d Quartermaster Brigade** (ATSM-TPC)
COL Paul Fortune 734-4644
paul.fortune@us.army.mil

**49th Quartermaster Group (Petroleum and Water)** (AFFL-GC)
COL James D. Meyer 734-6177
james.d.meyer@us.army.mil

**Chief, Office of the Quartermaster General** (ATSM-QMG)
LTC Shawn P. Walsh 734-4237
shawn.p.walsh@us.army.mil

**OQMG Officer Proponency** (ATSM-QMG-O)
LTC Shawn P. Walsh 734-3441
shawn.p.walsh@us.army.mil

**OQMG Warrant Officer Proponency** (ATSM-QMG-WO)
CW5 Michael E. Toter 734-3702
michael.toter@us.army.mil

**OQMG Enlisted Proponency** (ATSM-QMG-E)
SGM Joseph W. Brundy 734-4143
joseph.brundy@us.army.mil

**Quartermaster Total Force Integration Officer** (ATSM-CG-DCF)
COL Ted Rodenbaugh 734-5224
gale.rodenbaugh@us.army.mil

**Army Center of Excellence, Subsistence** (ATSM-CES)
LTC Donald P. Vtipil Jr. 734-3007
donald.vtipil@us.army.mil

**Mortuary Affairs Center** (ATSM-MA)
Tom D. Bourlier 734-3831
tom.bourlier@us.army.mil

**Aerial Delivery and Field Services Department** (ATSM-ADFSD)
Theodore J. Dlugos 734-5370
theodore.j.dlugos@us.army.mil

**Petroleum and Water Department** (ATSM-PWD)
Marhsall J. Jones 734-2810
marshall.jones@us.army.mil

**Logistics Training Department** (ATSM-LTD
LTC Scott Kilmon 734-3195
louis.s.kilmon@us.army.mil

**Programs, Analysis & Integration Division** (ATSM-CG-DCP)
Jan Couch 734-4970
jan.couch@us.army.mil

**Noncommissioned Officer Academy** (ATSM-SGA)
CSM Delice Liggon 765-2066
delice.lyton.liggon@us.army.mil

**Fort Lee DSN prefixes: 687-xxxx or 539-xxxx Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx**

**MAILING ADDRESS:**
QUARTERMASTER PROFESSIONAL BULLETIN
U.S. ARMY QUARTERMASTER CENTER AND SCHOOL
ATTN ATSM-CG-DC-B
1201 22D STREET
FORT LEE VA 23801-1601

**TELEPHONE:**
DSN 687-4382
Commercial (804) 734-4382
FAX (804) 734-3096

**SUBSCRIPTIONS:**
Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $20.00 per year ($28.00 foreign). Telephone credit card orders can be made 8 a.m. to 4 p.m., Eastern time, to (202) 512-1800. Orders can be sent by FAX 24 hours a day to (202) 512-2250.

For private subscribers to change an address, FAX a request to (202) 512-2250 or mail to Superintendent of Documents, U.S. Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

**UNIT DISTRIBUTION:**
Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN 687-4383. Requests to be added to direct distribution should be in the form of an E-mail to george.dunn2@us.army.mil.

**ARTICLE SUBMISSIONS:**
For editorial review, E-mail articles to george.dunn2@us.army.mil. See Professional Bulletin, Quartermaster Home Page, at www.Quartermaster.army.mil for more details in two articles titled *How To Research and Write for the Quartermaster Professional Bulletin* and *How To Submit Articles for Publication.* Submit articles in double-spaced drafts consisting of no more than 12 pages in Microsoft Word for Windows.

***Quartermaster Hotline***
***DSN: 687-3767, Commercial: (804) 734-3767***
***24-hour telephone answering service. No collect calls.***

**Ration Trucks from the Quartermaster Battalion, 1st Armored Division, Upload at a Class I Depot Near Anzio, May 1944.**

*Illustration and Linage by Keith Fukumitsu*

# 501st Support Battalion
# "Providers"

Constituted 1 January 1924 in the Regular Army as the Supply Battalion, 1st Armored Division

Activated 3 January 1942 at Fort Knox, Kentucky

Disbanded 20 July 1944 in Italy

Reconstituted 27 February 1951 in the Regular Army as the Quartermaster Battalion and assigned to the 1st Armored Division

Activated 7 March 1951 at Fort Hood, Texas

Redesignated 15 February 1957 as the 1st Quartermaster Battalion

Inactivated (less Company A) 23 December 1957 at Fort Polk, Louisiana

Redesignated 3 February 1962 as the 501st Supply Transport Battalion and activated (less Company A) at Fort Hood, Texas

Reorganized 15 December 1984 and redesignated 1st Forward Support Battalion, 1st Armored Division in Germany

Redesignated 1 May 1987 as the 501st Support Battalion (Forward) and activated in Germany

**Naples, Italy * Anzio * Rome-Arno ***

**Company A Additionally Entitled to:**
***World War II-EAME * Algeria-French Morocco (with Arrowhead)***

*Quartermaster Professional Bulletin*
*U.S. Army Quartermaster Center and School*
*1201 22D Street*
*Fort Lee, VA 23801-1601*

*Official Business*

*Periodicals*
*Postage and Fees Paid*
*at Petersburg, VA*
*and Additional Cities*

**Soldiers from the 111th Quartermaster Company recover an American flag from a tree in a New Orleans cemetery (Story on page 17). Photo by SSG Antwon Shaw.**

*Headquarters, Department of the Army* *This publication is approved for public release.* *Distribution is unlimited*